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ILPES: NEW GUIDELINES FOR WORK IN 1990-1991 AND SUMMARY OF ACTIVITIES IN 1988-1989

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INTRODUCTION

1. This document contains the main lines of the work which ILPES expects to accomplish in the coming biennium, as well as a summary of its activities in the 1988-1989 biennium. In keeping with the established practice, before presenting the reports on the just concluded and forthcoming bienniums, the document will dwell briefly on some general observations of ILPES on the work currently being done by the national planning bodies (hereinafter referred to as the NPB's). The objective of such a method is two-fold: firstly, to provide a summary of the most recent conclusions of the Institute on the development policies of member countries; and secondly, to present the Institute's latest theses, which have been discussed at and endorsed by the relevant intergovernmental forum (the Regional Council for Planning, which comprises 38 Ministers and Heads of Planning of Latin America and the Caribbean).1/

2. Throughout the 27 years of its existence, the main thrust of the Institute's activities has been in the areas of planning and co-ordination of public policies in the economic and social fields. In each period, the priorities are initially established by the Regional Council for Planning (CRP). At this twenty-third session of the Commission, a report will be presented on the guidelines adopted at the VIII Meeting of the Council (Montevideo, April 1989) and at the XII Meeting of its Presiding Officers (Curaçao, March 1990) as well as those which derive from the permanent relationship with the Executive Secretariat of ECLAC. It must be remembered that the very nature of its mandate requires that the Institute should constantly keep the medium- and long-term perspective in view, even as it collaborates with member governments in activities whose effects are more immediately felt in its three areas of work (advisory assistance, training and applied research).

3. As is generally known, in recent years the general thrust of the multilateral activities of ILPES was clearly towards renovation and this was reflected in three areas: firstly, the establishment of new bases for the relations between the Institute and member governments, in conformity with the New Institutional Project: 1989-1992 (approximately 10% of the overall budget of the Institute is currently financed from the regular budget of the United Nations); secondly, a considerable internal effort to increase its own efficiency (Programme of Administrative Modernization); and, finally, a conceptual, methodological and procedural reformulation of all aspects of its planning (Programme of Improvement of Technical Work).

4. The present document will examine the last-mentioned technical aspect while the two other aspects will be dealt with in annex 2. (Annexes 1 and 3 contain summaries of the activities undertaken in 1989 and 1988). Such a

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reformulation is all the more timely since the twenty-third session should be brought up to date on the process of renovation which ministries and national planning bodies have been promoting in ILPES with a view to bringing about future improvements and those aspects of the process on which consensus is achieved should be endorsed.

I. A NEW FRAMEWORK FOR CO-ORDINATING DEVELOPMENT POLICIES IN THE 1990s

5. This section comprises two short chapters, the first of which sets out some of the main lines of thinking of ILPES and its concern with revitalizing the process of planning and co-ordination of public policies, bearing in mind both the peculiarities of contemporary development and the most urgent needs of the region. The second chapter discusses the current thrust of the activities of the principal divisions or technical units of the Institute.

6. For Latin America and the Caribbean to resume the path of sound development in the decade ahead would require a major shift in perspective vis-à-vis the past. Development today is the product of new and interrelated economic, social and political phenomena: knowledge, the accumulation of which is largely motivated by efforts to develop new technologies, has accelerated innovations in production and organizational techniques; we are thus witnessing a proliferation of specialization in both the formal and informal labour sectors and a "mega-expansion" of the income pyramid, which has given rise to a very complex social structure and mode of social interaction. Moreover, this greater complexity in the economic and social spheres creates new tensions with respect to governability and the capacity to govern.2/

A. NEW APPROACH TO THE MANAGEMENT OF COMPLEXITY

7. In the underlying economic dimension of this new development (the first phenomenon referred to in the above paragraph), it is clear that for some time now, enterprises and governments of the developed countries have modified their expenditure on science and technology, increasing and redirecting it on the basis of pragmatism. Knowledge destined to become technology and technology destined to become a product, to improve organization or to expand markets, both increased their relative rates of growth in comparison with other types of knowledge and technology. Thus was established the touchstone of a new pattern of production: knowledge and technology converted into "units of information" would penetrate and dominate modern relations of production. It would be difficult to conduct research into contemporary development without an understanding of this basic phenomenon. As a critical new input, knowledge which has been transformed in this way changes the proportions in which other inputs (natural resources, labour and energy) are used and gradually renders obsolescent the techniques previously used to organize production and to manage enterprises. Production itself is becoming less and less materials-based, since there will be less

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raw materials, labour and energy per unit of production and certainly more information and knowledge.

8. In fact it is as if productive capital were being partially disengaged from its physical and financial roots to assume the form of intellectual capital. The accumulation of intellectual capital is constantly expanding the frontiers of technological power, which in turn is concentrated in the new political geography. Recognition of the greater presence of the knowledge input in modern relations of production calls for a review of the region's potential comparative advantages and the adoption of the corresponding technological decisions. There are greater challenges today in identifying and selecting the available options while the international transfer of technology is being slowed because of the inherent potential risk of competition with the seller. Certain types of transfers are therefore inaccessible while the conditions attached to others reinforce the asymmetric interdependence between the developed countries capable of supplying them and the developing countries that are in need of such transfers. As a result, new policies of reinsertion into the international economy are even more urgently needed as innovations take place in production, trade and in organization at the international level. The longer the region postpones the restructuring of its productive apparatus, the greater will be its difficulty in achieving a dynamic and sounder position in the international economy since it will be starting out from a position of greater relative marginality.

9. Once again in history, the modernization that is likely to take place will be heterogeneous both among the countries of Latin America and the Caribbean and within each of them. The realistic expectation is that technological heterogeneity will increase throughout the region and inexorably so within the countries themselves. This is partly due to an incontestable reality (the second phenomenon mentioned in paragraph 6): the contemporary economy is characterized by the multivariated division of labour. This is manifested at various levels: in manufacture, in modernized primary activities and, obviously, in the extensive range of services; the information sciences, for their part, generate an endless stream of new specialities within each of these services. Against such a background, a dynamic reinsertion into the international economy depends to a critical degree on the capacity of governments for innovation and negotiation, and, above all, on the regional entrepreneurial class itself. The State will also have to correct or compensate for the distortions in equity which may be caused by modernization of the productive structures. From this social viewpoint, it must be made clear that the specialization of labour in high-technology fields tends to amplify the currently existing structural heterogeneity.

10. The widespread nature of the informal sector today --a combination of growth and greater diversity-- evidently still leads to a basic situation of underutilization of labour, with a greater incidence of underemployment than open unemployment. However, this reality, which has been a feature of the region for some 30 years now, has different implications in the present context of technological development. New styles of production will necessarily push the developing countries into adopting their own mix of technologies with mixed results. In the meantime, however, the likely result will be "growth without employment".

11. We have so far noted the acceleration of certain phenomena which interact in the dynamic of the contemporary economy: more information inputs per unit of production, more rapid innovations in processes, products, organization and markets, and greater variety in the modalities of labour. It must be stressed that all of this alters the "useful" combinations of the available factors of production. The labour factor, and particularly the least qualified, loses its relative position in this context of new technologies and, for the same reason, significant sectors of the population are gravitating towards the informal economy. Under pressure from both varieties of labour --the formal and the informal sectors-- the modern social structure is breaking down and being dispersed and interlinked in diverse ways with the various activities of the classical economic cycle: production, distribution, consumption and distribution of benefits. This is one of the principal ingredients of the greater complexity of contemporary society, from the point of view either of its structure or of its web of interrelations.3/

12. Complexity tends to impair the effectiveness of policies that seek to bring about partial equilibriums; on the other hand, uncertainty guarantees the failure of any policy designed to shape future developments. Today in Latin America and the Caribbean, these equilibriums cannot be guaranteed by the market alone; nor can they be achieved by the adoption of rigid pluri-annual plans. In recent economic history, the transitory nature of public policies is largely the result of accelerated economic change and progressively increasing complexity. In an interdependent world, the economic, social, political and cultural elements have become more subject to change. In country after country, these vulnerabilities emerge as a kind of digital impression of complex phenomena, all similar, but each of them very specific.

13. As a new productive function of knowledge, innovation has been the key to production and to organizational and trade strategies. This phenomenon, together with the proliferation of formal and informal labour and the increasing structural and interactive complexity of modern society, have been observed so far to be the elements that facilitate a more integral understanding of contemporary development. In conclusion, let us consider a few aspects of another phenomenon (the third mentioned in paragraph 6): the vulnerability of contemporary society renders it more difficult to be governed; accelerated economic and social change diminishes the capacity of governments to govern and may widen the current gap between the need for government and the capacity to govern. This gap may be observed not only in modern States but also in any social organization currently considered a "complex system". In these circumstances the revamping of procedures aimed at co-ordinating public policies requires that a review be undertaken of the real availability of the capacity to govern in the region. There is evidence that this capacity is sometimes diminished either because the problems of ungovernability undermine it from below or because inefficient management practices erode it from above.

14. However, the problem of how to enhance the capacity to govern cannot be resolved by obtaining more power and the proliferation of social agents also serves to make their conflicts more interlinked. Consequently, another challenge is to promote increasing levels of consensus and agreement in order to provide impetus to the new development at a time of greater social

tensions. There is also need to reconcile consensus and participation with instrumental public creativity in order to ensure greater attention to social needs. This requires the promotion of new concepts of organization and the assignment to direct beneficiaries of a more important role in providing for their own needs, thus lessening the need for direct government assistance.

15. In view of the accelerating pace of change and the increasing complexity of the societies of the region, the capacity to govern in the medium and long term has two fundamental dimensions: one structural and the other dynamic. The structural aspect lies in the consolidation of regulatory and institutionalized negotiating mechanisms among the principal actors involved in key aspects of development: the State, public enterprises, private business, scientific communities, political parties, trade unions, professional associations and informal groups. Negotiating mechanisms will have to be established in order to achieve new and very specific objectives: greater productivity, selective and dynamic specialization, early and competitive insertion in the international economy, non-aid redistribution mechanisms, technical training in strategic areas, more resources for research and technological development, selective subvention policies, etc. These negotiating mechanisms should have sufficient legitimacy to inspire a high degree of respectability and inviolability, which would help to stabilize them and make them genuinely operational. The dynamic element, for its part, lies in the engineering of trade-offs between the economic, social and political costs of medium-term decisions. It requires the know-how, based partly on science and partly on intuition, which permits costs to be weighed on both sides. This is a dynamic aspect of the capacity to govern since the acceleration of change and the complexity of modern societies require a continuous process of readjustment to the intertemporal gap (between the short and medium terms), for which a capacity to reorder both tactics and strategies is essential.

B. PLANNING: CHANGES IN THEORY, METHODS AND TECHNIQUES

16. In the 1990s new concerns will need to be addressed by State and private planners on their theoretical, methodological and technical agendas: the management of complex organizations on the basis of pluri-annual plans and, in that connection, control of highly dynamic and uncertain processes. From available information on the national planning bodies of Latin America and the Caribbean, it is clear that those of them which do not review their objectives, internal theses, and working methods and procedures, would hardly be in a position in the forthcoming decade to perform the new functions which the States of the region will require of them in the area of the co-ordination of public policies.

17. The necessary changes require, at the same time, a high degree of efficiency in the traditional functions which they presently perform to a greater or lesser degree: budget and investment programming, public project banks, preinvestment and investment evaluations, physical and financial follow-up, regional and local planning, analysis of the economic climate and elaboration of models of economic programming. ILPES analyses these functions in many of its studies as may be seen from the reports presented here. To a

certain extent, these functions still dominate in a very pragmatic manner the range of services which the Institute provides to member governments.

18. At the same time, however, the Institute will have to selectively focus part of its attention on training and applied research, on grappling with wholly new problems that have arisen with the current changes in production and technology and with the relative backwardness of existing institutions. Obviously, research is limited to the areas most directly concerned with the planning and co-ordination of public policies since such areas should complement the extensive work which ECIAC itself is executing in the area of the global development process. In this connection, the third field of specific activities of the Institute --direct technical assistance to governments-- has two dimensions: on the one hand, it must attend in a timely and pragmatic manner to the requirements of governments for assistance based on their most immediate needs and priorities (in accordance with what was noted in the preceding paragraph) while, on the other hand, it must help to shape these new perceptions of the current socio-economic reality and to co-ordinate the long-term instruments designed to promote new development in member countries. In the latter connection, attention should be drawn to the considerable changes which the dominant style of contemporary development produces in terms of the theoretical, methodological and technical concerns of the public bodies that plan or co-ordinate economic and social policy. To conclude this chapter therefore, let us now examine the three salient features of the development process today.

19. From the economic point of view (see paragraphs 6-8), the greater weighting of the knowledge/information input in productivity drastically changes the accumulation of factors on which long-term development is based. Certain expenditures in the training of human resources and in science and technology (or "research and development" in the business sector) can fulfil the same strategic function which conventional investment in fixed capital (in some basic industry or physical infrastructure project) might have had 10 or 15 years ago. At the same time, the accelerated pace of innovation in production, trade and organization, brings about marked changes in the possibilities and techniques of prospection. On the other hand, the critical nature of information technologies in the incorporation and diffusion of the new pattern of production, enhances, for example, the relative importance of projects aimed at the modernization of communications. These three examples illustrate how new challenges arise to the conceptualization and promotion of development in the 1990s: the first shows how the very concept of capital formation today has a different meaning from the one it had in the theory of development 10 or more years ago; the second demonstrates how the prospecting methodology tends to explicitly identify the phenomena of "final opening" with a clean break with procedures that are limited to the projection of trends; while the last illustrates that the sectoral distribution of resources itself should be reconsidered in strategic terms.

20. From the social point of view (see paragraphs 9-12), we are already witnessing the development of heterogeneity outside and within each national economy, and this is accompanied in the region by marked trends towards the insufficient generation of employment and, in some cases, towards pervasive poverty. In the 1990s, the co-ordination of social policies --both internally and with economic policies-- will be done in real contexts that will be very

different from those of the recent past. This distinction appears to be more marked in three areas: first, in the "order of magnitude", that is to say, the problems that will need to be corrected will require that new policies be designed that are necessarily more forceful than the traditional ones; second, the "degree of complexity", since the real environment in which social policies can have an impact will be more structurally and interactively differentiated and complex; and, finally, in the "possibility horizons", since in a rapidly changing world, the distribution of aims and objectives in an intertemporal perspective will require more subtle adjustments than those made in the past.

21. Finally, from the institutional point of view (see paragraphs 13-15), we are already witnessing conceptual and technical changes in control and management, which will tend to become more pronounced in the years ahead. Indeed, over and beyond doctrinal positions, which will lead to different policy recommendations for overcoming the residual problems of the crisis of the 1980s, the decade ahead is emerging as a period of major institutional readjustments. Having regard to the functions of the State, it is difficult to identify areas in which there will be no reforms and changes in its role. "Enhancing the capacity to govern" will emerge as a sort of unanimous credo in this region and the agencies which plan or co-ordinate public policies will find in it a new raison d'être.

II. GUIDELINES FOR THE FUTURE WORK OF THE INSTITUTE

22. The proposed working guidelines of the Institute reflect changes in the planning and co-ordination of public policies in a progressive manner and in accordance with the requests of the governments. Generally speaking, the guidelines recognize the need to continue to eliminate excessive formalism from planning, to move closer to the reality of the region and to produce effective results in the conception and co-ordination of public policies. As is well known, the main frame of reference of the principal postulates contained in this document is the specific tasks of ILPES, which are summarized in the work programme of the ECLAC system. In this connection, the main guidelines for 1990-1991 have already been officially adopted by the forty-fourth session of the General Assembly of the United Nations.

A. TECHNICAL STRUCTURE AND INTERINSTITUTIONAL RELATIONS

23. Since 1987, the Institute has been organized into two major technical blocks, in addition to the administrative support units. In the main technical block, which is of a permanent character, there are five divisions. Two of these correspond to areas defined by the nature of the services they render --Division of Advisory Services Programmes (DPA), and the Directorate of Training Programmes (DTP)-- while the remaining three areas are defined according to their field of specialization --the Area of Public Sector Programming (APSP), the Area of Social Programmes and Policies (ASPP), and the Area of Regional Planning and Policies (ARPP). Within the framework of their policy of decentralization of activities, ILPES has established two

subregional offices: one for Central America and Panama (OCAP) and the other for the Caribbean (Joint ECLAC/ILPES Unit for the Caribbean) with offices in San José, Costa Rica and Puerto Rico respectively. The second technical block covers various specific projects, of limited duration. Noteworthy among these are the Regional Project RLA/86/029 entitled "Elaboration and dissemination of new techniques in public policy planning and programming", which is being implemented in collaboration with UNDP, and the Joint OAS/ILPES Programme on Social Policies for Latin America (PROPOSAL).

24. Responsibility for the orientation, supervision and co-ordination of these areas lies with the Director-General's Office which currently comprises a Director-General and a Deputy Director. The Director-General's Office also organizes and provides the technical secretarial services for the three intergovernmental forums: the System of Co-operation and Co-ordination among Planning Bodies of Latin America and the Caribbean (SCCOPALC), the Regional Council for Planning (CRP), and the meeting of the Presiding Officers of the CRP. In addition, it represents the Institute externally, negotiates and supervises interinstitutional agreements and co-ordinates with the Executive Secretary of ECLAC the activities of ILPES within the ECLAC system. The Director-General's Office is also responsible for promoting the on-going technical updating of the Institute, particularly with respect to the new fields of planning and the co-ordination of public policies.

25. This global view of the technical structure of ILPES can be useful to an understanding of its programme of work. It should be recalled that the Institute has always had a very small technical staff and that it augments its productive capacity through: a) the contracting of experts; b) the use of specialists on temporary loan from other organizations (particularly ECLAC); c) the contribution of high-level personnel provided under interinstitutional arrangements (with other international organizations or with the governments of member or non-member States); d) the participation of national counterparts in specific projects; e) the support of specialists from member States (government, university, business sector) for horizontal co-operation missions; and f) the sub-contracting of private or non-governmental entities. Consequently, while its permanent core staff comprises approximately 35 professionals, at least 120 specialists are involved in the Institute's activities. This modality of work --which, naturally, requires a complex effort of co-ordination-- makes it possible to better adapt the technical output of the Institute to the needs of the countries, and also to gradually introduce new specialists in order to refocus the installed capacity of the Institute on new problems and approaches of contemporary development.

26. With the worsening of the financial crisis affecting the United Nations system (as well as ILPES, at least since 1981), it is becoming increasingly more difficult to sustain the volume and quality of the services provided. In recent years this has been done largely through interinstitutional agreements and through the procurement of extra-budgetary resources, in which connection the direct contributions of the governments of the member countries of the Regional Council for Planning are of vital importance. Thus, the different programmes of interinstitutional co-operation are of critical importance in expanding the supply of services which ILPES provides for the region. Such programmes include those that are the subject of agreements with the Economic Development Institute (EDI) of the World Bank, particularly in

the English-speaking Caribbean; the Inter-American Development Bank, the principal supporter of technical assistance activities; the Organization of American States and the Pan American Health Organization, in the area of social policies; and the Latin American Centre for Development Administration, in the field of public administration. With regard to countries outside of the region, of particular note are the agreements concluded with the Government of Italy (which strongly supports the training activities), the International Institute for Public Administration of France and the Spanish Agency for International Co-operation (AECI). The co-operation of UNDP has traditionally been important, both through the regional project which the Institute is implementing and in view of the ongoing support provided by the regional network of resident representatives.

B. WORK IN PRIORITY AREAS: 1990-1991

27. Depending on the mandates received, ILPES focuses its attention on five principal thematic areas: i) planning and public policies; ii) public sector programming; iii) social programmes and policies; iv) regional planning and policies; and v) project and investment programming cycle. While the capacity to provide services in each one of these areas has varied over time, throughout its existence the Institute has always developed and preserved areas of specialization and excellence.

1. Planning and public policies

28. The planning and global co-ordination of public policies constitutes the principal thematic nucleus of the Institute's activities, to which the others are linked. As was shown, this nucleus covers in particular the multiple challenges which the current trends in the development process present to the capacity to govern in the countries of the region. Both in the area of its training and applied research activities and through its participation in important intergovernmental forums, ILPES sees a particularly suitable opportunity to engage in a continuous process of reflection, which periodically leads to specific actions. At the operational level, the Director General's Office and the Directorate of Training Programmes (DTP) will have greater direct responsibility over these areas.

29. The upcoming biennium will therefore see an intensification of the process of reviewing the teaching methods and the content of the International Course on Development, Planning and Public Policies which ILPES, in close co-operation with ECLAC and other institutions, has been offering each year for the past three decades. The 1990 version of this course incorporates significant changes in the design of the core block, as well as in the now traditional areas of specialization (global and public sector, social and regional). In addition, a new major in industrial and technological development policies has been introduced in collaboration with the Joint ECLAC/UNIDO Industry and Technology Division. The new design of the course requires the selective and prioritized incorporation of new approaches, contents and challenges arising from the various levels at which public policies are generated. Moreover, through the experiences of the

participants themselves, the course provides an opportunity for the interpretative framework to be contrasted with the complex reality of Latin America today. A considerable part of this effort is channelled directly into the countries of the region through the organization of other courses and seminars on specific regional or national issues.

30. At the same time, ILPES, in collaboration with other specialized agencies, promotes the holding of meetings of experts on issues considered to be relevant inputs for the work being done under this principal thematic nucleus. During the biennium, special emphasis will be placed on the selective incorporation of recent conceptual and technical advances in areas as diverse as science and technology, the environment, the insertion of Latin America and the Caribbean into the international economy, and regional co-operation and integration, in addition to those areas that correspond to other specific subjects covered by ILPES.

31. Moreover, 1990 will mark the culmination of an important stage of the work undertaken by ILPES with the support of the UNDP/ILPES regional project, RLA 86/029 designed to promote the development of methodclogies in the area of macroeconomic planning and identification of dynamic comparative advantages. With regard to models, a final publication will be prepared which will contain the methodologies developed, the case studies carried out and the conclusions and consequences for the design of macroeconomic policies. As regards dynamic comparative advantages, a set of criteria will be developed, on the basis of the case studies, for carrying out the sectoral studies aimed at identifying these advantages.

32. Finally, the promotion of the direct exchange of experiences between the national planning bodies (NPB) constitutes another priority line of activities under this thematic nucleus, which also has the support of the above-mentioned UNDP/ILPES regional project. The Institute will seek in 1990 to serve as a catalyst for discussions between the national planning bodies --in the light of their concrete experiences-- on the challenges and possible approaches to the planning and overall co-ordination of public policies in the 1990s; at the same time, it will continue to promote, together with CLADES and other regional and national organizations, co-operation between national planning bodies in the area of information and informatics for planning.

2. Public sector programming

33. Since 1987, this thematic nucleus has been taken up again with renewed zest by the Institute, with the support of the UNDP/ILPES regional project, in view of the increasing organizational and financial difficulties of the governments of the region. The Institute has co-operated in the development of more effective management structures in both the central public system and in the decentralized system. In 1990 it will consolidate the various aspects of the work it has done to co-ordinate planning and public management and to mobilize and allocate public resources, including national case studies and an interpretative regional overview.

34. At the same time, the biennium will mark the beginning of a new phase in the analysis of the decentralized sector and of public enterprises on the basis of the activities already carried out by ILPES on this subject. In this new phase, empirical research will be carried out in three countries of the region on: a) the structure and economic weighting of the public enterprises sector; b) analysis of the economic and labour relations policies towards the sector; c) institutional arrangements governing relations between public enterprises and the central government; and d) modalities of interaction with the private sector. A second component of this new phase will be the design of a regional training programme for senior management and technical personnel in the public enterprise sector. These activities will be made possible through a joint ILPES/IPS (Italy) project financed by the Department of Technical Co-operation of the Government of Italy, which is now in the final phase of negotiation.

3. Social programmes and policies

35. The subject of social policy continues to occupy a prominent position on the political agenda of the governments of the region for obvious reasons: the acknowledged limitations of traditional approaches to dealing with the accumulation of social problems, made worse by the crisis of the 1980s; and the parallel need to increase the effectiveness of social programmes and projects and to enhance the efficiency of the use of resources, which will continue to be scarce in the foreseeable future. The activities under this thematic nucleus will therefore be oriented towards reviewing and testing novel approaches in the area of social policy (global and sectoral) which serve as a basis for modified guidelines that are consonant with the new reality of the region. At the same time, priority will be given --within the framework of the Joint OAS/ILPES Programme-- to the review and systematization of the methodologies used to evaluate social programmes and projects, with a view to consolidating recent and scattered experiences in this area. This process, apart from the successes and errors contained in the experience, will enhance the effectiveness of social policy; consideration is therefore being given to the possibility of carrying out a vigorous complementary programme of information dissemination and training.

36. At the same time, the institutional aspects of social policy are also receiving increasing attention. Indeed, decentralization of the provision of social services and local development are presently priority options in various countries, as an alternative to the centralist orientations that prevailed in the past. Under this rubric, technical assistance and training activities are planned to accompany and support that process in close co-operation with the specialized agencies of the United Nations system and with national, governmental and non-governmental bodies. Following a major interinstitutional meeting convened by ILPES, PAHO and UNESCO (Brasilia, October 1989), these agencies, together with UNICEF and FAO have instituted a more systematic approach to decentralization, whose effects will also begin to be felt from 1990.

37. Finally, mention should be made of the activities under the Joint OAS/ILPES Programme aimed at improving the performance of family production units. As mentioned in chapter 1, the formal sector of the economy lacks the

necessary dynamism to generate productive employment on the scale and of a quality sufficient to absorb the current unemployed and underemployed, while, at the same time, providing opportunities to those joining the labour force for the first time. One of the policies attempted by a number of governments to tackle this problem has been to design programmes in support of the informal sector and small businesses. In view of this, from 1990 onwards emphasis will be placed on negotiating an agreement with the IDB to carry out research and training activities in this area. The IDB is currently reviewing this agreement at its headquarters in Washington.

4. Planning and regional policies

38. The fundamental objective of the activities undertaken under this thematic nucleus of ILPES is to contribute to the formulation of public policies, whether or not at the State level, that promote greater endogenous development in selected regions or localities. Such development is aided by the strengthening of local capacities and by the reorientation of national and international economic processes in order to maximize their positive domestic impact, that is to say, attempting to reconcile the exogenous and endogenous factors of national development when these are projected in their domestic dimension.

39. During the forthcoming biennium, the Institute will continue to review the conditions which make the transfer of power and attributes to the regions feasible and desirable, and will encourage a more active and participatory role for the social agents of regional development and their organizations. This will serve to complement the efforts at decentralization being promoted by ILPES, whose institutional and social policy references have already been outlined (see sections B.3 and B.4). At the same time, emphasis will be placed on the analysis of the role to be played by the new technologies in revitalizing medium and small-scale service and productive activities; efforts will also continue to update and develop new methodological approaches to regional planning. Finally, at the regional level, seminars and studies on the establishment of complementary economic relations between regions of neighbouring countries. In co-ordination with the respective planning bodies, various universities and a number of different private business associations will be requested to elaborate a programme of seminars and research that will lead to recommendations on integration policies in certain geo-economic areas.

5. Investment projects and programming

40. Under this thematic nucleus, the Institute will continue to give priority attention during 1990-1991 to the development of computerized systems for the programming of investments, seeking to integrate the macroeconomic aspects of the project cycle with the macroeconomic aspects of the global programming. Within this framework, emphasis will be placed on the consolidation and dissemination of the experiences of ILPES in the field of project banks, with provision made for the elaboration of computer programmes expressed in parametric terms, that will be placed at the disposal of the governments of the region for their information and eventual

adaptation and installation. At the operational level, the Directorate of Technical Assistance Programmes (DPA) will have the larger share of responsibility for these areas, supported by the Area of Public Sector Programming.

41. At the same time, work will continue to ensure further development at the methodological and operational levels of the different technical modules that comprise the system: a) project cycle, physical and financial follow-up and methods of establishing priorities; b) public investment programming; c) harmonization of programmes and budget; d) macroeconomic impact of programming; and e) administration of technical co-operation projects. In the experience of the Institute, the institutional aspects and the availability of trained technical personnel are essential factors in ensuring the effective implantation of these computerized systems. In this connection, national training programmes will be promoted at the basic and intermediate levels; this effort will be complemented by the holding of seminars to disseminate and discuss the methodological and operational aspects of the different modules of the system. Finally, the Institute will continue to promote horizontal technical co-operation activities that foster awareness of and the exchange of new experiences in this field, with special attention being paid to the needs of the relatively less developed countries.

C. ACTIVITIES CARRIED OVER FROM 1989

42. In order to reduce its length and to avoid duplication, this document will not recapitulate the many activities that were initiated or continued during 1989, and which should affect the programme in 1990. Those activities are described in the report for the corresponding year (see annex 1). This document omits, in particular, various activities that developed out of the work of the Office of the Director-General itself. It will be recalled that, in keeping with the official norms of the United Nations, the Institute's proposal was prepared during 1989 and was included in the 1990-1995 medium-term plan, which covers all the agencies of the ECLAC system. This proposal is contained in the corresponding document (see Programme 10) and has been expressly omitted from the present text.

43. Finally, it must be recalled that 1989 marked the culmination of what had previously been designated as the New Institutional Project of the Institute, which has enabled it to further develop and update its programme of work. This on-going effort, begun in 1982 and systematized since 1984, has been closely scrutinized and guided by the governments themselves, whose views were made known at the nearly 15 multilateral forums that have been held since that time. The phase that followed the most recent session of ECLAC (the twenty-second session, held in Rio de Janeiro in April 1988) and ended with the VII Conference of Ministers and Heads of Planning and the VIII Meeting of the Regional Council for Planning (Montevideo, May 1989), clearly marked the consolidation of that project.

44. The main documents prepared by the Institute (see references in note 1 on page 14) describe the advances made in the conception of development and of the strategic roles that must be played by both private enterprise and the

State. They also report on the progress made in harmonizing those elements with the new functions of the organs that plan or co-ordinate public policies. The working guidelines that reflect this orientation, which have been given to the Institute by its intergovernmental organs, are contained in the previous chapter and therefore constitute other important elements of continuity with the work done in 1989.

45. During 1989, events took place which had a major impact on the intergovernmental bodies that provide the guidelines for the activities of ILPES, as well as on SCCOPALC. At the VII Conference of Ministers and Heads of Planning, held in Montevideo in May 1989, the governments unanimously accepted the offer to the Government of Spain to host in 1992 an VIII Special Conference in Madrid. That event will be part of the celebrations marking the 500th anniversary of the discovery of America. The offer of Jamaica to host the IX Regular Conference in 1993 was also accepted. For its part, the VIII Meeting of the Regional Council for Planning agreed to hold the XII Meeting of the Presiding Officers of the CRP in Curaçao, Netherlands Antilles, in March 1990.

Notes

1/ The argument that follows is expounded in two documents: ILPES: Inserción externa, competitividad y crisis fiscal, and ILPES: Inserción externa, desarrollo y planificación, presented at the VII Conference of Ministers and Heads of Planning, Uruguay, May 1989 (documents LC/IP/G.50 and LC/IP/G.49, respectively.

2/ Paragraphs 7 and 8 illustrate some aspects of the first phenomenon; paragraphs 9-12, of the second; and paragraphs 13-15, of the third.

3/ As is well known, the term "complexity" today has a specific meaning in scientific vocabulary. It is a symbolic expression used to describe a series of new perceptions of reality. Reality is considered as an "open entity" which is in a constant state of flux, characterized by turbulences, instability and high creativity; their basic trajectories are therefore divergent. World economic interdependence, specialization and market expansion also stimulate the development of more complex social systems, both in the vertical and the horizontal sense (see documents quoted in note 1).

Annex 1

ILPES: REPORT ON ACTIVITIES IN 1989 */

I. ILPES: INSTITUTIONAL ORIENTATION IN 1989

1. This report, which covers a period that coincides with the end of the decade of the 1980s, offers a good opportunity to take a brief retrospective look at the general orientation of the Institute during this period. In that perspective, the year now being reviewed can be seen as a period of transition towards the decade of the 1990s, whose general lines of work are described in another section of this document. The first paragraphs of this chapter are devoted to the pluri-annual orientation of the Institute, while the later paragraphs examine the specific activities undertaken in 1989.

A. THE DIRECTION OF CHANGE: 1982-1989

2. As is well known, the Institute entered the third decade of its existence in 1982. Its member governments determined that "the Institute must be sensitive to the most pressing needs of the member countries as regards the planning and national co-ordination of their economic and social policies and must support them pragmatically, both by promoting exchanges of experiences and by proposing new technical alternatives" (paragraph 10, doc.E/CEPAL/ILPES/Conf.4/L.3, adopted in resolution 467(XX), of 6 April 1984). In paragraph 30 of the same document, it is further recommended that the Institute:

a) strive for compatibility between short-, medium- and long-term policies governing the allocation of resources, particularly to public enterprises and to the decentralization of administration;

b) adopt a more global view of development;

c) focus attention on harmonizing the different policy instruments (monetary, exchange, fiscal, public tariffs, etc.);

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*/ This document contains a summary of the activities of ILPES in 1989. Work executed in 1988 and 1989 is listed separately.

d) pay special attention to the relatively less developed countries; and

e) study alternatives for financing development.

3. In addition, paragraph 31 of the same document sets out more detailed guidelines for the other priority subject areas. With regard to the insertion of the region into the world economy and its impact on planning, it has been decided to put underway "the necessary supplementary activities to provide member countries with more up-to-date and systematic information on the evolution of the world economy". The Institute has been expressly requested to "work together with ECIAC on the interpretation of ... the development of the region" complementing the efforts of ECIAC with its own regular activity, that is to say, those activities related to the planning and co-ordination of public policies.

4. The Institute's responsibility to continue its activities in the area of social development planning and policies was reiterated (paragraph 33 of the same document), with special reference being made to "its research on the interdependency between economic and social development" and the programming of social expenditure. Under the same mandate, it was requested to concentrate its attention on four other points: the role of the State; the financing of social programmes; techniques for establishing priorities for social projects; and working towards a "fuller understanding of social well-being, with the integration of its components of employment, income and consumption".

5. The Institute was also asked to continue its work in the area of regional planning (paragraph 32 of the same document), and to place particular emphasis on the topics of centralization and decentralization; the linkage between the political-administrative organization (provinces, municipalities, and other administrative subdivisions) and an integrated vision of regional and industrial development, as well as the incorporation of ecological and environmental issues.

6. The Institute's compliance with the new guidelines was recognized and approved by the two subsequent sessions of the Commission (see resolutions 482(XXI) of 25 April 1986 and 493(XXII) of 27 April 1988). It may be noted that the main contributing factor to such compliance was the vital linkage between planning and public policies, on the one hand, and the role of the State and the problems of governability, on the other.

7. In fact, by the middle of the decade ILPES was already noting that "too much intervention may waste the State's managerial capacity and in the long run create more imbalances than those whose solution is sought", (paragraph 55, doc.LC/IP/L.15-CM 5/4 of 8 March 1985). This problem was felt to be crucial to the activities of the national planning bodies which, in the area of economic and social policies, should be "accompanied by a good deal of originality and flexibility" (paragraph 62 of the same document). In the second half of the decade, whatever the political formula adopted in each country, the social actors (including the State) had to be prepared to perform flexibly and undogmatically, in political conditions in which a permanent effort will be required to reconcile conflicting interests and to

seek harmonious and rational solutions to problems. (Same paragraph of above-mentioned document.)

8. Finally, two years later a broader conception of planning in a modern State was developed (VII Meeting of the Regional Council for Planning, doc.LC/IP/R.62 of February 1987, paragraphs 5 and 6, which set out three arguments: the first was that "each national society has a right to know --in broad terms-- the most likely future settings in which it may happen to live"; the second, that there is a minimum degree of linkage necessary between the different decisions of government; and the third, that the agreement among social agents was a constant requisite for the design and implementation of public policies, legitimizing such policies and providing greater stability for the exercise of government. The planning process was seen as lending greater fluidity and efficiency to this dialogue between the State and the society.

9. In 1989, the Institute continued to carry out the mandates it had received at the start of its third decade of existence (1982). The reflections and proposals, which have been incorporated into the guidelines for its work in 1990 (presented in another section of this document) should be seen as a natural (and partial) result of this continuity.

B. ACTIVITIES OF THE DIRECTORATE IN 1989

10. The Director-General and his Deputy continued to perform the functions of representing the Institute abroad and negotiating interinstitutional exchanges. They also participated in special activities with 12 of the national planning bodies. As was to be expected, the first months of the year were devoted mainly to preparation of the interministerial meetings of the CRP and of SCOOPALC (Montevideo, May 1989). In addition to teaching activities and the preparation of a number of technical studies, the following activities, listed in chronological order below, were undertaken. The first set of activities was undertaken directly by the Director-General and his Deputy, who also provided the orientation for the second set consisting of activities that have not been reported on elsewhere in this report.

11. Briefly put, the principal external activities undertaken by the Directors during 1989 were:

a) Lecture to the Institute of Advanced Studies (IEA) of the University of São Paulo (USP) (São Paulo, April 1989). The Director-General presented the views of the Institute on the topic "Latin America and the New International Environment: Options for Reinsertion" at a special meeting arranged by the above-mentioned institution. Other external participants, invited by the Department of International Studies of the IEA also took part in the academic discussions. This event marked the continuation of the activities, initiated in 1983, in which the Institute collaborated with the USP.

b) XIX General Assembly of ALADI. ILPES was represented by its Director-General at this international meeting (São Paulo, May/June 1989), the main theme of which was the "Perspectives for the Economic Development of Latin America in the Decade of the Nineties and the Role of the Development Financing Institutions". During the meeting, the Institute's document on "Inserción Externa, Competitividad y Crisis Fiscal", prepared for the VII Conference of Ministers and Heads of Planning of Latin America and the Caribbean (Montevideo, May 1989) was distributed.

c) Congress of the Sociedad Chilena de Planificación (SOCHIPLAN). ILPES supported the First National Congress on Planning (Santiago, June 1989), organized by this Society. The Deputy Director, together with other members of the Directorate and other staff, actively participated in this event. They discussed, in particular, topics related to the conceptual renovation of planning and to the new functions of the public bodies responsible therefor.

d) International Panel in the National Planning Office (ODEPLAN) (Santiago, Chile, July 1989). The Directorate of the Institute participated in the work of this international meeting which brought together businessmen, academics and professionals in the Chilean government. The discussions were centered on the topics of the pursuit and challenges of development in the twenty-first century. ILPES was asked to present its views on contemporary development and to explain its approach to major changes in dealing with uncertainty in the medium- and long-term development models.

e) Internal Seminar of UNICEF. The Directorate of the Institute inaugurated this event, which was organized by the UNICEF Area Office for Argentina, Chile and Uruguay (Santiago, Chile, August 1989). A paper was delivered on the "Role of International Technical Co-operation in Development Today", while other members of the Institute's Directorate spoke of the new orientations in social policies, planning and the social project cycle, and computerized social project banks. Participants from the Institute also benefited from the presentations made by the executive and technical staff of UNICEF, in an interinstitutional exchange of recent experiences.

f) Seminar on integration between Brazil and Argentina (Goiania, Brazil, August 1989). As a participant in this international meeting of businessmen, foreign ministry officials and representatives of national planning bodies --which was sponsored by the government of the State and a private enterprise-- the Director-General presented a paper at the closing session of the III panel. The general topic of this panel was "La integración en la perspectiva de la inserción externa y la formación mundial de bloques". In his presentation, the Director-General reiterated the main theses of ILPES' analyses on the subject of insertion into the international economy, as contained in its basic document, which had been previously presented at the VII Conference of SCOPALC. Moreover, since support for bilateral integration experiences has been included in the Institute's programme of work since 1982 (doc.E/ILPES/Conf.4/L.3),

plans were made for another business sector meeting on the Treaty on Integration, Co-operation and Development between the Argentine Republic and the Federative Republic of Brazil, this time on the subject of the co-ordination of macroeconomic policies. It is scheduled to be held in 1990, within the framework of a programme of collaboration between ILPES and the Institute of Latin American Integration (ILAM) of São Paulo, Brazil.

g) Technical meeting on the programme on forecasting and assessment in science and technology (FAST II) (ILPES headquarters, September 1989). As part of the execution of its mandate related to the long-term factors that condition the planning of development policies, ILPES, with the direct support of the AECI, the Ibero-American Co-operation Institute (ICI), and the Government of Spain, organized a technical meeting on the results and recommendations of the quadrennial evaluation of the programme on forecasting and assessment in science and technology, a subject under study by the European Economic Community within the framework of a research programme. The main issue considered were the proposals related to the European priorities in the sciences, technology and society. The relevant paper was presented by the Vice-President of the CSIC. At the conclusion of the meeting, attention was drawn to the similarity of perceptions between the FAST researchers and the most recent documents of ILPES (CRP/SCOOPALC, Montevideo, April 1989), particularly in respect of the links between technology and labour, between the transformation of services and the new technologies and the impact of communications on contemporary society.

h) Symposium on the Panamian economy. Concurrently with another international meeting, ILPES organized a series of lectures and debates on the current situation of the Panamanian economy, which was open to the executive and professional staff of the United Nations system and other interested parties (Santiago, Chile, September 1989). Approximately 25 professionals participated in the discussions, which centered on the presentation of a Panamanian entrepreneur with wide experience in the field of development planning. This event will increase the Institute's capacity to serve the subregion covered by the ILPES Office for Central America and Panama (OCAP), headquartered in San José, Costa Rica (see chapter V).

i) Symposium on the Evaluation of Government Programmes and Projects. The Director-General of ILPES delivered the closing address to the panel on "Evaluation in Multilateral Development Assistance Organizations", organized within the framework of this seminar. It was co-sponsored by the International Affairs Secretariat (SEAIN) and the Department of Economic and Social Planning (SEPES) of the Planning Secretariat in the Office of the President of the Republic of Brazil (Brasilia, October 1989). At the international level, participants included representatives of the World Bank, the IADB, UNDP and ILPES, technical staff and authorities of the central government and professionals and executives of the major public enterprises of Brazil. The paper presented by ILPES focused on the current technical problems affecting the evaluation process,

particularly the way in which development today has an impact on the calculation of evaluations, both public and private.

j) I Regular Meeting of the Presiding Officers of the CRP and of the Directorate of ILPES. In fulfilment of the new mandate of the Regional Council for Planning (resolution of the X Meeting of the Presiding Officers of the CRP, Caracas, March 1988, paragraph 6), the First Regular Meeting was held between the new chairman of the CRP and the General Directorate of ILPES, at the Ministry of Planning (SEPLAN) (Brasilia, October 1989). The meeting considered the 14 items on the agenda, all related to the activities of this multilateral agency, as well as to its links with the System of Co-operation and Co-ordination among Planning Bodies of Latin America and the Caribbean (SCCOPALC).

k) Resumption of collaboration with the Venezuelan Planning Institute (IVEPLAN). For the fourth straight year, co-operation activities were continued between ILPES and the above-mentioned Institute, which is associated with the Central Office for Planning and Co-ordination (CORDIPLAN). At a working meeting held at the headquarters of IVEPLAN (Caracas, November 1989), the directors of the two institutions took stock of the co-operation activities that had been undertaken and established a further programme of co-operation for 1990. Both sides recognized that the opportunities for co-operation were great and opened the way for closer interinstitutional collaboration in the near future.

l) Seminar on planning and evaluation of social sectors (Rio de Janeiro, December 1989). On the special invitation of the organizations that jointly sponsored this international event, EDI/World Bank, PAHO and the Economic Development Training Centre (CENDEC), the Institute of Economic and Social Planning (IPEA), and the Ministry of Planning of Brazil (SEPLAN), the Director-General delivered a paper on the role of the non-sectoral ministries in the allocation of resources, following which he participated in a panel discussion on the same topic. Also participating were specialist professionals and authorities of the executive and legislative branches from eight member countries of ILPES, as well as executive and technical staff of the co-sponsoring organizations.

12. There are, finally, a number of other activities which were promoted by the Directorate of ILPES and which have not been mentioned elsewhere in this report. Some are important in themselves, while others are significant for the prospects which they open up for future work.

a) Joint Project of the Latin American Centre for International Economics and Policies (CLEPI), the Programme of Joint Studies on the International Relations of Latin America (RIAL), the United Nations Institute for Training and Research (UNITAR) and ILPES. For the second consecutive year, support continued to be provided for the work of CLEPI on the report on the world economy, from the Latin American perspective, which began as part of this joint interinstitutional project. This co-operation by the Institute

fulfils the mandate received in respect of the follow-up of the external framework for planning activities (see paragraph 3), and should continue in 1990.

b) Senior Management Course sponsored by the Latin American Institute for Social Research (ILDIS) of Caracas, an agency of the Friedrich Ebert Foundation. Although originally planned for 1989 (see doc.LC/IP/R.73, March 1989, paragraph 90, subparagraph c), the collaboration between ILPES and ILDIS on this programme was postponed due to unforeseen circumstances. The Institute, however, closely monitored this activity of ILDIS and continues to consider as both timely and urgent, the specific objectives of this programme of advanced training: the planning of government action and of public policies using the latest theories and methods available in this area of public activity; the development of aptitudes and attitudes within the government leadership, including a greater aptitude for promoting dialogue between political and technical functionaries; the conception and creative evaluation of government projects; the more comprehensive analysis of specific problems, using complex criteria and the enhancement of skills in conceiving and implementing institutional reforms. It should be recalled that a substantive part of the course is based on theories and techniques of situational planning, to which ILPES itself contributed up to 1987. The intention for 1990 is to be able to substantively assist the Course in more than one joint activity with the ILDIS network in Latin America. At the same time it proposes to organize other training events in situational planning in conjunction with the Senior Management Foundation (ALTADIR).

c) Distance training for local development. Carrying on its work in this field (see paragraph 5), the Office of the Director-General of ILPES prepared a comprehensive document in 1989 which serves as the basis for the national efforts at "large-scale training" for municipal and local administrative and technical personnel. This basic document included the results obtained in the three areas in which the Institute has worked: direct advisory services to countries (using the experience that has been accumulating since the late 1960s); training at the postgraduate level (with emphasis on more recent training activities for local administrators and non-governmental organizations) and applied research (with emphasis on problems of financial, institutional and territorial decentralization). This activity is based on a general orientation towards the "training of trainers"; it offers current alternatives in the area of "distance training" and concludes with specific aspects of training for municipal and local authorities and technical officials. These activities will, moreover, permit the use of the same mechanisms proposed (basically the "training of trainers") for other areas in which large-scale training is undertaken (environment, investment projects and programming, etc.).

d) Special meeting of ILPES Experts on Project Evaluations. A technical meeting of ILPES staff and consultants engaged in different aspects of the evaluation of investment projects and programming was held at

the headquarters of the Institute (September 1989, Santiago, Chile). There were 15 participants in the meeting from different countries of the region and a balance sheet was prepared of the methodological options for the evaluation of preinvestment and investment projects, within the framework of which the Institute's own proposals were analysed. The ranking of projects in order of priority, the programming of investments and the social evaluation of public expenditure were the main issues around which the discussion centered. This meeting, which was held concurrently with another international meeting, was of direct benefit to the different countries in which ILPES is currently collaborating in agreed fields. In particular, it brought the Institute up to date with current techniques in the area of computerized project banks and the establishment of alternative priority rankings.

e) Applied research in the areas of external financing and planning. In fulfilment of the mandates received (see paragraphs 2 and 3), ILPES in 1989 entered into initial agreements to collaborate in applied research into those aspects of external financing that relate specifically to the functions of national planning bodies. In this connection, it would join with IPEA, SEAIN and the Ministry of Planning of the Office of the President of the Republic, in collaborating in the research to be undertaken in the Brazilian Centre for Analysis and Planning (CEBRAP), in São Paulo. In November 1989, a high-level expert from the Centre carried out some preliminary work in various countries of Europe, partially supported by the Institute in the activities undertaken in France and England.

f) Countries with fundamentally weak economies. The Deputy Director of ILPES placed emphasis on attention to the problems of the relatively less developed countries (see paragraph 2). During his participation in forums, seminars and conferences, as well as in his written works, he drew attention to these problems and sought to identify ways and means of vanquishing poverty and resuming the path of growth with equity.

g) Other agreements between the AECI and the ICI. In 1989 the Deputy Director had the responsibility for implementing the different institutional agreements with the Spanish Agency for International Co-operation (AECI), under which ILPES was given a non-repayable loan of an expert for two years. Negotiations were started with the Ibero-American Co-operation Institute (ICI) to offer in 1990 an international course on regional planning and economic complementarity in the area comprising Bolivia, the northern regions of Chile and Argentina and the south of Peru. Negotiations have commenced with the Government of Bolivia and the principal universities of the area on this subject.

h) Agreement with the University of Salamanca. Negotiations have been concluded with the University of Salamanca for ILPES to offer in this city an annual postgraduate course in Latin American development.

i) Basic needs. The Deputy Director-General took the responsibility for organizing, in collaboration with ILDIS, the Institute of Social Studies of The Hague, and the Ministry of Planning and Co-ordination of Bolivia, a regional seminar on development strategies and basic needs. The seminar was held in La Paz, Bolivia, and papers were presented by participants from Colombia, Chile, Mexico, Peru and the host country on 18 and 19 July 1989. Special attention was paid to developing the Institute's particular approach to a dynamic focus on basic needs in unsound economies.

j) Comparison of development processes. The Office of the Director-General participated in the seminar "Development, Democracy and Equity: Experiences of Sweden and Latin America", which was held at the headquarters of ECLAC in Santiago, Chile, from 29-31 May 1989. The Deputy Director offered an analysis of the document "Estructura económica y políticas económicas", which highlights the cases of the small-sized economies of the region.

k) Labour agreements and trade unionism. The Director-General moderated the seminar on "Economic development, trade union rights and human rights in Latin America", which was held at the headquarters of ECLAC from 3-5 October. During the seminar, the approach of the Institute to the question of labour agreements and planning was outlined.

l) Internal seminars. The Office of the Director-General is permanently engaged in organizing lectures and debates among the staff of ILPES and the United Nations system in Santiago, Chile. Particularly useful were the 25 round tables that were organized, which have contributed to the ongoing process of renewal of the Institute and to keeping it up to date in respect of the basic problems of development in Latin America and the Caribbean.

m) Relations between ILPES and the United Nations University (UNU). In one of the seminars referred to above, a special meeting was held with a high official of the UNU and assistant to the Rector, on "Planning and the World of the Future". During that meeting, new foundations were laid for interinstitutional co-operation between ILPES and the United Nations University (Tokyo, Japan). It may be recalled that since 1984, and following the First International Seminar on New Orientations for Planning in Market Economies, ILPES incorporated a part of the new theses of the UNU on development and society, particularly those related to new concepts and methods for analyses and prospective studies. Several of the Institute's documents have disseminated in the region a substantial part of this work of the UNU and there are indications that the two institutions may undertake joint activities in the future.

II. ILPES: TRAINING AND ADVISORY SERVICES IN 1989

A. TRAINING PROGRAMME (ILPES/DTP), 1989

13. The training provided in 1989 totalled 2 400 participant/weeks of which professionals from the countries of Latin America and the Caribbean accounted for more than 2 000. Strictly academic activities (tutorials, lectures, workshops, practical assignments and courses involving the use of microcomputers) totalled 54 classroom/weeks. In carrying out these activities, the DTP benefitted from the collaboration of teachers from various institutions, both from within and outside the region; noteworthy among these were the Inter-American Centre for Integrated Social Development, an agency of the OAS, the Economic Research Corporation for Latin America (CIEPLAN), of Chile, the Centre for Urban and Regional Development Studies (CEUR), of Argentina, the Spanish Agency for International Co-operation (AECI), the International Institute of Public Administration (IIAP), of France, and the Planning Institute for Latin America (IPAL), in Lima.

1. Courses and seminars

14. The main activity under this rubric was the holding of the XXX International Course on Development, Planning and Public Policies, which was held at the headquarters of ILPES in Santiago, Chile, from 17 July to 7 December --a period of 21 weeks. The course was organized with the collaboration of ECLAC, UNDP, CELADE, the Regional Employment Programme for Latin America and the Caribbean (PREALC), as well as other United Nations agencies, and received financial support from the Government of Italy, supplemented by funds from the UNDP/ILPES Project, RLA/86/029. Fifty-four professionals from almost all the countries of Latin America, the Caribbean and Spain participated in the course.

15. Other activities at the regional or national level organized by the DTP in this field were as follows:

a) Second Course on Regional Development Planning. ILPES/University of the Republic of Uruguay, with the collaboration of the Office of Planning and Budget, UNDP, and the Municipal Intendency of Rivera (Rivera, Uruguay, 17 April-26 May; 6 weeks; 27 Uruguayan professionals). This course paid special attention to the analysis of the problems and possibilities for the integration of the frontier regions of Uruguay and Brazil and focussed on the mechanisms for elaborating concrete programmes and projects that would contribute to regional development, with emphasis on agroindustry and on the organization of co-operatives.

b) Second Course in Social Planning for Non-Governmental Organizations. ILPES/SOCHIPLAN (Santiago, Chile, 17 July-11 August; 4 weeks; 44 professionals and technical staff from non-governmental municipalities and organizations). This Second Course is the continuation of the one offered in 1988 and the subject of focus was

planning and social policies in those agencies and local governments; it was sought during the course to create a meeting place for exchanging experiences and updating concepts and proposals in the area of social policies.

c) Course on Planning and Municipal Development. ILPES, Municipality of Quito and Project UNDP/ECU/88/002 (Quito, 2-13 October; 2 weeks, 45 professionals and technical staff from the Municipality of Quito and other municipalities). The principal objective of the course was to discuss and analyse the theoretical and practical instruments of regional and local planning, and to examine the problems of municipal administration through lectures and workshops.

d) Courses on the process of development and related problems. ILPES/Spanish Agency for International Co-operation (AECI) of Spain (Madrid, Sevilla and Barcelona, Spain, 9 October-29 November, 8 weeks, 98 professionals from Spain and other EEC countries). The principal objective of these three training activities was to sensitize the participants to the problems currently being faced by the countries of Latin America and the Caribbean and to promote the analysis of different options for development strategies for the region.

2. Meetings and symposiums of experts

16. This second line of activities provided useful opportunities for the exchange of experiences between representatives of governments and helped to consolidate a consensual vision of problems that were common to the region. At the same time, it provided the elements for the ongoing process of updating the training offered, both in terms of its objectives and of its content. The activities undertaken under this head during 1989 were as follows:

a) Seminar on Experiences of Latin America in the area of Environmental Impact Assessments, sponsored by ECLAC, ILPES, the Carl Duisb[illegible] Foundation, and the National Institute for the Development of Renewable Natural Resources and the Environment (INDERENA) (Cartagena, Colombia, 3-7 April, 1 week, 56 participants from Argentina, Colombia, Mexico, Venezuela and the Federal Republic of Germany, as well as representatives from the IADB, the Central American Bank of Economic Integration (CABEI), PAHO, and the Permanent South Pacific Commission (CPPS)). The objective of the seminar was to contribute to the analysis and documentation, for training and dissemination purposes, of experiences in the application of methodologies for carrying out environmental impact assessments by work teams from selected Latin American countries.

b) Third Seminar/Workshop on Science and Technology Planning in Latin America and the Caribbean. Sponsored by ILPES, the UNESCO Regional Office for Science and Technology for Latin America and the Caribbean, the General Secretariat of the National Council for Economic Planning (SEGEPLAN) of Guatemala, the University of San

Carlos de Guatemala, and the Permanent Secretariat of the General Treaty for Central American Economic Integration (SIECA) (Guatemala City, 10-21 April, 2 weeks, 32 professionals from Argentina, Bolivia, Brazil, Colombia, Costa Rica, Cuba, Chile, Ecuador, El Salvador, Honduras, Nicaragua, Paraguay, and Uruguay). The object of the seminar/workshop was to review the instrumental and practical aspects of scientific and technological planning, on the basis of the analysis of the experiences of the countries of the region.

c) Latin American and Caribbean Seminar on Women in Development. Sponsored by the UNDP Office in New York, the United Nations Population Fund (UNFPA), ECLAC, ILPES, CELADE, the World Food Programme (FAO), and the International Fund for Agricultural Development (IFAD) (Santiago, Chile, 2-5 May, 1 week, 52 representatives from Argentina, Bolivia, Brazil, Colombia, Chile, Ecuador, Honduras, Mexico, Nicaragua, Paraguay, Uruguay, and Venezuela, as well as from UNICEF, FAO, and the United Nations Development Fund for Women (UNIFEM)). The objective of this seminar was to provide background information on policies, organizational structures and initiatives for promoting the role of women in development and exchanging national experiences.

d) Seminar on Methodologies for the analysis of the International Economic Situation: a Latin American Perspective. Organized by the Regional Centre for Third World Studies (CRESET), ILPES, and the National Planning Department of Colombia (Bogotá, 27-28 June, 2 days, 25 experts from the region, and representatives of the Latin American Economic System (SELA), the Board of the Cartagena Agreement (JUNAC), CLEPI, the Peruvian Centre for International Studies (CEPEI), CEBRAP, OFCE, SEPLAN, and the Association of Colombian Chambers of Commerce). The objectives of the seminar were to examine the progress made in the analysis of the current international economic situation, to present the results of recent research, and to strengthen ties with a view to increasing the exchanges between centres and related institutions.

e) International Seminar on Technological Revolution and the Restructuring of the Productive System: Impact and Domestic Challenges. ILPES, Urban Studies Institute (IEU) of the Catholic University of Chile, with financial support from the UNDP/RLA/86/029 Project (Santiago, Chile, 22-25 August, 1 week, 20 exponents and 110 participants from Argentina, Brazil, Chile, Spain, the United States, France and Uruguay). The objective of this seminar was to assess the impact of the current scientific and technological revolution on domestic processes and on the paradigms and policies that have been recommended as the basis for regional policies.

f) Technical Meeting on Co-operation in Development and Local Planning. Sponsored by ILPES (Santiago, Chile, 15-16 November, 2 days, 25 professionals from municipalities and local governments, and the National Centre for Local and Regional Authority Staffs (France)). The objectives of this meeting were to explore agreements for the establishment of a Latin American and Caribbean network of training,

development and local planning, and to elaborate the technical and operational bases for the design of a subregional project for the strengthening of municipal governments, mainly in the Andean area and in the region comprising Mexico, Central America and the Caribbean.

g) French/Latin American Symposium on Integration. Sponsored by ILPES, IIAP, ECLAC and ALADI (Montevideo, 4-7 December, 1 week, 20 experts from France, and representatives of SELA, the Institute for Latin American Integration (INTAL), the Latin American Banking Association (FELABAN), the Latin American Association of Development Financing Institutions (ALIDE), the AECI, the Research and Post-graduate Centre for the Social Sciences (CEIPOS) and CEBRAP). The objective of this symposium was to review the principal areas of integration in the EEC and in Latin America, focusing on the financial aspects of integration such as the attracting of extraregional resources, the role of the private banks, and the management of domestic financial policies that promote integration. Comparative analyses were made of the French and Latin American experiences.

17. Finally, mention should be made of the support provided by the DTP to various institutions in the organization of training activities. Assistance was provided to the following institutions during 1989:

a) Economic Research and Teaching Centre (CIDE). The DTP collaborated in the subject "Alternative Development Strategies" at the VI Course/Workshop on Current Problems and Policies in Latin America: Alternative Development Strategies, Mexico City, 13-17 November.

b) Catholic University of Chile. A DTP staff member taught a course on the environmental impact of projects in the Masters Programme in Human Settlements and the Environment, Santiago, Chile, 6 April-29 June.

c) University of Chile. A DTP staff member taught the course "Environmental Management in Industrial Civil Engineering", Santiago, Chile, 5 September-27 November.

d) Universidad Nacional de Ingeniería del Peru. A DTP staff member taught the subject "Development Strategies" in the Master's course on National Development Planning; Lima, 16-20 January.

e) Latin American Demographic Centre. Two DTP staff members taught different courses on "Planning and public policies in Latin America" and on "Macroeconomics and development" in the postgraduate course on Population Dynamics and Development Programmes and Policies; Santiago, Chile, 22 May-2 June and 5-23 June, respectively.

f) EDI (World Bank) and the Inter-American Institute for Co-operation on Agriculture (IICA). The DTP collaborated through a staff member who presented a paper on the subject "International and Regional Economic Prospects" at the seminar "Macroeconomic and Sectoral Policies in Agricultural Development", Antigua, Guatemala, 23 October-3 November.

g) UNESCO. A member of the DTP staff prepared and presented a document on "The World Economy 1980-2000: Developments and Prospects" at the seminar on Latin America and the World to the Year 2000; Quito, 30 April-6 May. DTP personnel also taught the subject "Planning and Public Policies" in the course on educational sciences; Santiago, Chile, 17-21 July.

18. In addition to the activities listed here, ILPES organized or supported other meetings or seminars, quite apart from its training activities, as described elsewhere in this report (see in particular chapters IV and V).

B. AREA OF ADVISORY SERVICE PROGRAMMES (AASP) 1989

19. The main thrust of the activities in the area of Advisory Service Programmes during 1989 was in the design and implementation of national systems of projects and investment programming, although advisory services were provided in other fields in response to the specific requests of several governments of the region. In the work done in the area of computerized national systems for public investment projects and project cycles, note should be taken of the differences in scope and in the stage or degree of progress made in the activities carried out.

20. Firstly, mention should be made of the advisory services provided to governments, the purpose of which was to design and implement the integral system and which have been complemented during the course of the year; these services also include those rendered in previous years where they have led to negotiations for the development of a complementary phase.

a) Guatemala

On 12 April, the SEGEPLAN/ILPES project, financed by the IDB as provided for in the ATN/SF-2562 GU Agreement, was completed. After more than two years in operation, the project produced as a result a computerized system for the follow-up and monitoring of public investment. At the date of expiration of the agreement, an inventory was made with the assistance of the system, of 824 projects, of which 272 were in the preinvestment phase, 516 in the investment phase and 36 in the operational phase. In addition to the efforts made to install the system in the various ministries with sectoral responsibilities, a total of 21 technical documents grouped into four areas were prepared: a) computer equipment; b) conceptual, logical and physical design of the project information system; c) methodologies for the analysis of sectoral projects and results; d) projections and programme of public investments; and e) materials for training courses. A summary of these results is contained in the revised version of the document "The public investment programme: 1989-1991", produced with the aid of the computer system which was designed.

b) Paraguay

The AASP continued its collaboration with the Technical Secretariat for Planning in the implementation of Technical Co-operation Sub-programme 111 of the IDB, as provided for in the Agreement on Non-Refundable Technical Co-operation (ATN/SF-2525-PAR) and in the execution of the UNDP project (PAE/87/003), both of which were completed in July. It also supported the negotiation of a new agreement to design and install a project bank in this secretariat. As a result of these two agreements, the government received the following benefits: a) design and development of the methodological components for economic programming in the secretariat; b) proposal of a methodology for the follow-up of public investments; c) design of a system for the evaluation and follow-up of international technical co-operation projects; d) methodological guide for operational planning; and e) development of a macroeconomic model and of a system of short-term indicators. In fulfilment of the objectives of the Agreement, several officials of the secretariat visited the headquarters of ILPES to receive training in the management of the macroeconomic model. Furthermore, the experts assigned under the Agreement provided training to the technical personnel on the counterpart side. At the same time help was provided to the secretariat in the preparation and follow-up of the new request for co-operation submitted to the IDB. In addition, the AASP, in collaboration with the IDB, UNDP and the Government of Paraguay, participated in the final evaluation of the results of the two above-mentioned agreements.

c) Dominican Republic

During the year missions were sent to the Dominican Republic in order to review the functioning and current situation of the system of project information established with the technical co-operation of the IDB, the National Planning Office (ONAPLAN), and ILPES, and which had been designed since January 1988. Moreover, the AASP co-operated with ONAPLAN in evaluating the macroeconomic impact of the programme of public investments for 1989-1991. A third objective of the assistance was to prepare a new request for non-refundable technical co-operation for submission to the IDB, with ILPES once again as the executing agency to continue to promote the development of the project system and to install it in ministries responsible for investments. Provision is also being made for a national training programme to support these efforts. Following a number of revisions by the authorities of the Technical Secretariat of the Office of the President, the request was submitted to the IDB in October of this year.

21. Secondly, mention must be made of the beginning of advisory assistance programmes to other governments in the region, which, in pursuit of a similar objective (see previous paragraph), were undertaken in 1989; other similar initiatives, in the the advanced stages of negotiation, are included in this group.

a) Colombia

Following a number of missions both to Bogotá and to the headquarters of the IDB in Washington, and as a result of one and a half years of collaboration, the Technical Co-operation Agreement for the establishment of an Integrated Project Bank was signed between the IDB and the National Planning Department (DNP) of Colombia. This Bank will constitute one of the main instruments of support for the policy of decentralization and, in particular, for the municipalities in the preparation of their public investment programmes. Noteworthy among the work completed prior to the signing of the Agreement were: i) elaboration of the draft request for technical co-operation; ii) the formulation of a methodology for the ranking of projects in order of priority; iii) the visit to ILPES of the Director of Investments of the DNP, the Deputy Chief of the National Development Projects Fund (FONADE), and of a government official, in order to become acquainted with the experiences of ILPES in the field of investment programming and to exchange ideas with ODEPLAN; and iv) missions to Bogotá of AASP staff members, the objectives of which were to define the details of the Agreement, prepare the plan of action, verify the methodology proposed in various departments for the prioritization of projects, and supporting the DNP in substantive tasks of a technical, logistical and administrative nature. The objectives of the Agreement are: a) to develop and apply systems and methodologies on the project cycle; b) to put into operation the National Project Bank, and to create the systems that would permit the flow of information; c) to train the personnel required at the municipal, departmental, regional and national levels in the relevant subject areas.

b) Trinidad and Tobago

Consultations intensified in 1989 between the UNDP, IDB, and the Ministry of Planning and Mobilization of Trinidad and Tobago, aimed at defining the details of a request for technical assistance to be submitted to the IDB. The new request was formulated and sent to the government for its negotiation. The main objective of the Agreement is to improve the system of information on projects. In this connection, the following activities are envisaged: a) design, development and establishment of a computerized bank to assist in the preparation, follow-up and execution of projects; b) training programme for personnel in the management of the bank; and c) institutional development for the implantation of the system.

c) Venezuela

At the request of the government, through the authorities of CORDIPLAN and with the support of the IDB, four missions were sent to Venezuela to: a) examine the structure and operation of the Project Bank established in CORDIPLAN; b) analyse and comment on the methodologies of evaluation and prioritization of projects developed

by CORDIPLAN; c) prepare a request for technical assistance aimed at developing a national training programme in the methodologies of project evaluation, in the use of the computer programmes of the project bank and in the technical and institutional strengthening of CORDIPLAN in those areas. The result of this assistance was the preparation of a request for non-refundable technical co-operation with the participation of the IDB, CORDIPLAN and ILPES. Following its review by the national authorities, this request was submitted to the IDB for its consideration.

22. Thirdly, advisory services were provided to countries for the development of different modules of the computerized system of projects; these included, in particular, the following:

a) Bolivia

The Ministry of Planning and Co-ordination continued to benefit from two advisory assistance programmes, financed by the IDB. One of these was aimed at developing a physical and financial follow-up module and the other at elaborating a methodology for the ranking of projects in order of priority, both within the framework of the Public Investment Information System (SISIN).

b) Costa Rica

Implementation of the Agreement concluded between the IDB, the Ministry of National Planning and Political Economy (MIDEPLAN) and ILPES commenced towards the end of the year with the medium-term recruitment of three experts. The advisory assistance provided covers the following three areas: a) elaboration of macroeconomic models; b) integral programming and economic policy; and c) investment programming.

c) Ecuador

The AASP continued to collaborate with the National Development Council of Ecuador (CONADE) in the elaboration of an economic model and two missions were undertaken with a view to establishing more permanent areas of co-operation. More particularly, after the second mission headed by the Director-General of ILPES, it was agreed to prepare a request for technical co-operation to be submitted to the IDB for financing, with ILPES as the executing agency. The aim of this co-operation will be to develop a national training programme to strenghten the system of pilot projects being developed in CONADE. The programme would also be aimed at strengthening the technical and institutional capacity of CONADE to administer national public investment and, in particular, at establishing specific methodologies for the prioritization of investment projects and the calculation of the national accounting parameters for the social evaluation of projects.

d) Uruguay

Within the framework of the discussions held during the Conference of Ministers in Montevideo, it was agreed to support the Office of Planning and Budget (OPP) in the establishment of a system of management of international technical co-operation and in the development of methodologies of evaluation and prioritization of technical co-operation projects. As a result of these consultations, an inter-agency agreement was signed between ILPES and UNDP with a view to recruiting a consultant in project evaluations for a period of three months. In addition, an AASP mission exchanged opinions with OPP officials on the functioning of the project banks and systems of prioritization.

23. Moreover, in order to reinforce the national systems of investment programming, a high priority was assigned to research into the different methodological modules; in particular, several documents were prepared in manuals and guides for the ranking of projects in order of priority, physical and financial follow-up, and the measurement of macroeconomic impact and its link to budget policies.

24. Technical assistance was also provided in 1988 in other areas at the express request of governments. In the case of Brazil, an agreement of mutual co-operation was signed with the Brazilian Geographical and Statistical Institute (IBGE) and the Statistics and Information Center (CEI) on regional accounts for: i) the elaboration of norms and methodologies; ii) the formation of working groups; iii) the provision of technical support for the initiation and subsequent execution of the tasks listed in the programme of work; and iv) the training of technical staff responsible for these accounts through in-service practicums, courses, seminars and fellowships. Other activities of the AASP carried out in the subregions of Central America, Panama and the Caribbean are described in the chapter on decentralized units (see chapter V).

25. Finally, the AASP collaborated with other ILPES units, including the DTP, the APSP and the ILPES/UNDP Project RLA/86/029. In this connection, special mention should be made of the joint organization with the APSP of ILPES of the seminar sponsored by the EDI (World Bank) and ILPES on Public Expenditure Management and Investment Programming; Santiago, Chile, 25-28 September. The objectives of the seminar were: a) to examine the role of fiscal policy in macroeconomic management consistent with the objectives of growth and social development; b) to analyse the different aspects of budgetary programming and public investments; c) to explain the functioning of project banks as tools of support for preinvestment, investment programming and the follow-up and monitoring of projects; d) to disseminate new approaches, documents and national experiences on the subjects discussed in the seminar. The participants in the seminar included high-level functionaries from the Planning, Finance and Budget Offices of Bolivia, Colombia, Costa Rica, Chile, Ecuador, El Salvador, Guatemala, Panama, Paraguay, Dominican Republic, Uruguay and Venezuela. Also participating were representatives of the IDB, the State University of Campinas, the Torcuato Di Tella Institute of Buenos Aires, and SIECA of Central America.

III. ILPES: AREAS OF TECHNICAL SPECIALIZATION, 1989

A. PUBLIC SECTOR PROGRAMMING

26. The work of the APSP continued to be focused on three main areas during 1989: i) public sector management and planning; ii) the mobilization and allocation of resources; and iii) public enterprises and the decentralized sector. It should be pointed out that the APSP works in these subject areas in association with other international, regional and national institutions, both to promote substantive co-operation and to mobilize the resources for carrying out specific activities. Again in 1989, the APSP benefited directly from the UNDP/ILPES Project RLA/86/029 (see chapter IV).

27. In the area of public sector management and planning, the following activities were carried out:

a) Three case studies were completed on the links between planning and management in specific areas of public policies. The studies were directed by the APSP and carried out by national consultants from Argentina, Brazil and Mexico.

b) The Second Latin American Symposium on Planning and Public Sector Management was organized and directed in co junction with the Latin American Centre for Development Administration and the Ministry of Planning of Brazil (Brasilia, 9-11 August). Participants included 14 invitees from Argentina, Colombia, Chile, Guatemala, Honduras, Mexico, Panama, Peru, the Dominican Republic, Uruguay, Venezuela, and Spain, along with 42 representatives from Brazil. The Second Symposium focused on the institutional co-ordination of public-sector policies in three particular areas: macroeconomic policies, public debt and the link between planning and the budget. At the request of the co-organizing agencies, two case studies were presented by national experts from Argentina, Brazil, Costa Rica, Chile, Mexico and Venezuela at the beginning of each session. These presentations were widely discussed in working groups, whose conclusions were contained in a Final Report of the Rapporteur, which was published, together with the presentations in the ILPES/CLAD/SEPLAN document Summary of the Meeting and Documents Presented, Santiago, Chile, October 1989, for wider dissemination.

c) In Argentina, negotiations were begun to provide the support requested by the Presidential Secretariat for Planning, in the area of functional re-organization and the elaboration of specific programmes.

d) In Costa Rica, in response to a specific request, assistance was provided to the Minister and Vice-Minister of MIDEPLAN, in the form of two advisory assistance programmes: the first was an evaluation of the progress of the State Reform Programme; and the second a review of the proposals for the institutional re-organization of the function of planning.

28. Under the rubric of mobilization and allocation of public resources, the following activities were undertaken:

a) Case studies were completed on the organization and financing of the public sector in Argentina and Mexico. These works, together with the one that was carried out on the same subject in Brazil in 1988, will be published in a special volume, accompanied by a comparative analysis.

b) The book Public Finances and Development, was published by the GEL company of Buenos Aires in December 1989. It contains the papers presented, the discussions and conclusions of the Franco/Latin American Symposium sponsored by the IIAP, ILPES and the Federal University of Rio de Janeiro (UFRJ) and held in Rio de Janeiro, Brazil in late 1987. The book is divided into the following chapters: i) a general introduction by the compilers; ii) opening addresses; iii) introduction; iv) situation of the public sector and public finances; v) panel on global policies and short-term restrictions: national cases; vi) rationalization of public expenditure and budgetary control; vii) public enterprises sector; viii) panel on prices and tariffs, restructuring and privatization policies: national cases; ix) co-ordination of public sector decisions; and x) final conclusions. The distribution of the book will permit the results of the symposium to be widely disseminated (a first printing of 3 000 copies).

c) The first phase of the research on the application of cost-benefit analysis in investment programming being carried out in conjunction with the IDB, the EDI (World Bank) and the Universidad de Los Andes in Colombia was completed. This first phase consisted in the carrying out of surveys and interviews of officials from national agencies in eight countries (Brazil, Colombia, Costa Rica, Chile, Ecuador, Mexico, Trinidad and Tobago, and Venezuela). In accordance with the division of responsibilities agreed upon with the co-sponsoring agencies, a consultant from the APSP had responsibility for the cases of Brazil and Chile.

d) In collaboration with the AASP, the APSP organized and directed the seminar sponsored by the EDI and ILPES on the Management of Public Expenditure and Investment Programming; Santiago, Chile, 25-28 September (see chapter II, section II.B). At this meeting, the APSP presented the paper Ajuste externo y crisis fiscal, ILPES document No. 1, Santiago, Chile, September 1989.

29. Under the rubric of public enterprises and the decentralized sector, the following activities were carried out:

a) Work continued on the preparation of the book containing the papers presented and the discussions on national cases (panel discussions) at the Italian/Latin American Symposium on Crisis, State Intervention and New Policies for the Public Enterprises Sector, which was organized jointly with the Italian Institute of Public Enterprises for Development (IPS) in Turin and Rome in late 1988.

b) In response to a specific request from the Executive Secretariat of the Federal Council on Privatization of the Government of Brazil, a horizontal technical co-operation mission was organized with Mexico in order to exchange experiences with authorities of the Secretariats of Planning and the Budget and of Finance and Public Credit, as well as with executives of State enterprises. The recent experiences of both countries in the area of privatization of public enterprises was the main subject of discussion.

c) The preparation was completed of the final version of the Technical Co-operation Project on the Efficiency of Public Enterprises in Latin America, which was officially submitted through ECLAC in October for the financing of external technical co-operation by the Government of Italy. The project, whose first phase covers a two-year period, includes research activities and technical exchanges in three countries of the region (Argentina, Brazil, and Venezuela) and the design of a programme for the basic and advanced training of public sector managers (six countries). The IPS (Italy) will be the agency associated with ILPES in the execution of the project.

30. Finally, the APSP collaborated with other units of ILPES and ECLAC. With respect to the first mentioned, of particular note are the activities undertaken in the English-speaking Caribbean (see chapter V, section B), and the participation in the teaching activities of the XXX International Course organized by the DTP. Collaboration with ECLAC included activities organized by the UNDP/ECLAC project on fiscal policy.

B. AREA OF SOCIAL PROGRAMMES AND POLICIES

31. During the year, activities in this area were organized along two main lines: social policy (global and sectoral) and the institutionality of social policy. Moreover, the Joint ILPES/OAS Programme on Social Policies for Latin America was initiated during the year. The objectives of this programme and its activities are described elsewhere (see chapter IV, section B). Support was also continued for the organization of courses and seminars under the auspices of the ILPES Office for Central America and Panama (see chapter V, section A).

32. In the field of global and sectoral social policies, the following activities were carried out:

a) Seminar on Economic and Social Development, Human Rights and Trade Union Rights in Latin America and the Caribbean, sponsored by ILPES, ECLAC, the International Confederation of Free Trade Unions (ICFTU)/Inter-American Regional Organization of Workers of the ICFTU (ORIT), the Latin American Association for Human Rights (ALDHU) and the Friedrich Ebert Foundation (Santiago, Chile, 3-5 October). The objective of the Seminar was to examine the new role of trade unions in dealing with the crisis and the objectives of development. The document Social policies and the viability of the options of the trade union movement was presented at the seminar.

b) First National Course on Social Planning and the Elaboration of Social Projects, sponsored by ILPES, the Latin American Faculty of Social Sciences (FLACSO), UNICEF, the Ministry of Planning and Co-ordination of Bolivia, and the Universidad Andina Simón Bolivar (Sucre, Bolivia, 16 October-25 November). The objective of the course was to train a group of public officials and representatives of non-governmental organizations in social policies and in the formulation and evaluation of projects in that area. The second phase will be carried out in 1990 in La Paz with the same participants.

c) The ASPP collaborated in various activities organized by other institutions, as described below:

i) with CEDPA in the V Latin American Regional Seminar on Strategic Planning and Financial Analysis (Montevideo, 7-18 August). The document "A new social policy for Uruguay" was presented.

ii) with the General Confederation of Co-operatives of Chile (CONFECOOP) in the International Conference on the Sector of Social Economy and Equitable Development (Santiago, Chile, 20-22 June).

iii) in the seminar on The challenge of equity (Santiago, Chile, 8 August), sponsored by the Latin American Institute of Social Doctrines and Studies (ILADES), the University of Georgetown and (UNICEF).

iv) with the ECLAC Subregional Headquarters in Mexico in the Meeting of Experts on Strategies to Overcome Poverty (Mexico City, 22-23 May).

v) in the "Seminar on Financial Analysis and Management of the Social Sectors in Latin America" (Petrópolis, Brazil, 5-15 December), sponsored by the EDI/World Bank, PAHO, IDB, and CENDEC.

vi) with the UNDP Office in Uruguay, within the framework of the regional project for vanquishing poverty, in the Meeting for the Establishment of a Social Development Fund (Montevideo, 6-10 August).

vii) in the meeting on The Cultural Dimension in Development Planning in Latin America and the Caribbean (Caracas, 9-11 October), organized by UNESCO and SELA.

33. In the area of the institutionality of social policy, the ASPP focused on two main lines of work: decentralization, and local planning and municipalization. Under the rubric of decentralization, the following activities were undertaken:

a) Seminar/workshop on the decentralization of the State, organized by ILPES in collaboration with ILDIS, an agency of the Friedrich Ebert Foundation, and the National Secretariat for Administrative Development in the Office of the President of the Republic (Ecuador)

(Quito and Ibarra, Ecuador, 15-22 July). The objective was to analyse the situation of the State of Ecuador in the light of the administrative reform underway in the country. The following documents were prepared: "Descentralización y gestión pública" and "Descentralización y participación".

b) Inter-agency Seminar on Decentralization and Distribution of Social Services, organized in collaboration with PAHO, UNESCO/OREALC and under the auspices of the ECLAC Office in Brasilia (Brasilia, 9-13 October). The objective of the Seminar was to examine the national health systems. The document "Los procesos de descentralización y desconcentración de las políticas sociales en América Latina" was introduced. FAO, PAHO, UNESCO and UNICEF also co-sponsored the event.

34. Under the rubric of local planning and municipalization, the following activities were undertaken:

a) Workshop/Seminar on Decentralization, Social Planning and Local Government, organized by ILPES and the Universidad Austral de Chile (Valdivia, Chile, 9-10 January). The objective was to analyse the process of decentralization and municipalization in Chile. A document on municipal government and planning was introduced.

b) Round Table on Government and Local Administration in Chile and Latin America, organized by ILPES and the School of Social Work of the Catholic University of Chile (Santiago, Chile, 6 April). The objective was to examine local planning in Chile together with the students of the School.

c) Second Meeting on Technical Co-operation in Development and Local Planning, organized by ILPES, the Secretariat of Planning and the Budget (SPP), and the National Autonomous University of Mexico (UNAM), (Santiago, Chile, 29-30 November). The objective was to examine the subject of municipal training in Latin America and to discuss the eventual establishment of a regional network.

d) Assistance was also provided under this head to various activities organized by other institutions:

i) School of Social Work of the Catholic University of Chile in the Seminar on Local Governments and Private Organizations: Lessons and Projections of Some Experiences (Santiago, Chile, 23-25 October).

ii) Municipality of Quito, in the Seminar on Technical Co-operation and International Assistance (Quito, Ecuador, 10-11 May); in the Seminar on Municipal Administration (Ibarra, Ecuador, 5-6 May); and in the International Course on Municipal Planning (Quito, 2-14 October).

iii) Latin American Demographic Centre (CELADE) in the Postgraduate Course on Population Dynamics and Development Programmes and Policies (Santiago, Chile, 13-17 November).

e) The following advisory assistance programmes were also undertaken:

i) Institute of Municipal Administration of La Paz, Bolivia. This advisory assistance programme involved the elaboration of guidelines for technical co-operation with agencies in Ecuador and with the Technical Co-operation Mission of the Government of France.

ii) Municipality of Quito, Ecuador. The advisory assistance programmes consisted in: the elaboration of the technical and operational bases for the creation of the Municipal Institute and its Training Programme; and the elaboration of guidelines for co-operation and assistance of ILPES to the Municipality in 1990. Both activities were carried out within the framework of the UNDP/ECU/88/002 Project on Community Development and Public Policies.

35. Finally, the ASPP also supported the work of other units of ILPES, particularly the DTP, in respect of the XXX International Course of ILPES. In this area, it produced an extensive document on the possibilities of distance training for authorities and municipal and local technical personnel.

C. PLANNING AND REGIONAL POLICIES

36. The permanent programme of work of the Area of Regional Planning and Policies covers three main lines: a) methodologies of regional planning; b) decentralization as a political and territorial process and the role of the social actors in regional development; and c) territorial impact of new technologies and of the expansion of transnational capital. Within each one of these areas of work research, training and technical co-operation activities are carried out. The following activities were undertaken during 1989.

37. Under the rubric of methodologies of regional planning the following activities were undertaken:

a) Design, administration, co-ordination and teaching of the subjects comprising the course Specialization in Regional Planning (Santiago, Chile, 16 October-7 December).

b) Preparation of the document "Los siete pecados capitales de la capital y el desarrollo de la región del Bío-Bío", ILPES, Santiago, Chile. Basis of the paper presented at the Third Science Symposium on the Environment, organized by the Environmental Research and Planning Center (CIPMA) (Concepción, Chile, 2-4 August).

c) Commencement of activities under the GARAM (Computer-assisted Guide for Regional Analysis) Project.

d) Preparation of analytic summaries of selected theoretical and methodological documents on development and regional planning within the framework of the Planning Information System for Latin America and the Caribbean (INFOPLAN).

e) Collaboration in the activities organized by other units of ILPES and by national and international institutions.

i) With the Rionegro-Nare Regional Autonomous Corporation (CORNARE), the University of Antioquia, the Regional Development Corporation of Uraba (CORPOURABA), CCM, and CORPES, in the Seminar on Regional Planning Experiences in Colombia (Medellín, Colombia, 23-27 January).

ii) Planning system of the State of São Paulo, Brazil; organization of training activities in the field of development and regional planning.

iii) Universidad Central; teaching of the course "Regional Development Planning in the School of Public Administration (Santiago, Chile, first semester).

iv) Universidad de Concepción; teaching of the course on Regional Development in the Faculty of Engineering (Concepción, Chile, 24-28 July).

v) University of the Republic at Rivera, Uruguay, in the course on Regional Development Planning, organized jointly with ILPES/DTP (Rivera, Uruguay, 24-28 April 1989).

vi) CELADE. Delivering of lectures on Regional Development Planning and Population (Santiago, Chile, 7-10 October).

Under the rubric of <u>decentralization and social actors</u>, the following activities were undertaken:

a) Preparation of the document "La construcción (democrática) de las regiones en Chile", ILPES, Santiago, Chile. Basis of the paper presented at the First National Congress on Planning organized by the Chilean Planning Society (Santiago, Chile, 12-14 June).

b) Preparation of the document "La Descentralización en el discurso político de la transición en Chile", ILPES, Santiago, Chile. Basis of the paper presented at the International Symposium on Political and Administrative Decentralization in Latin America: Rhetoric and Reality, organized by the Latin American Centre for Development Administration (CLAD), the Universidad de Zulia y Corpozulia (Maracaibo, Venezuela, 2-6 October).

c) Preparation of the document "Descentralización de la política social y descentralización territorial: puntos de intersección para investigación y acción", ILPES, Santiago, Chile. Basis of the paper presented at the Inter-agency Seminar organized by ILPES, UNESCO, and PAHO on the Decentralization of the Social Sectors (Brasilia, 9-12 October).

d) Production of three videocassettes, as part of the programme of video analysis (PROVIDA), on actors in the process of regional development: i) regional enterprises and entrepreneurs; ii) the university and regional development; and iii) regional policies and projects.

e) Collaboration in activities organized by other institutions:

i) Corporation for the Regionalization of Chile (CORCHILE), participation in the VI Symposium on Regionalization (Concepción, Chile, 2-5 May).

ii) UNDP and the Secretariat for Integration of the People (Colombia), participation as an exponent in the International Seminar on Peace, Democracy and Development (Bogotá, 16-18 August).

Under the rubric territorial impact of new technologies, the following activities were undertaken:

a) Preparation of the document "Propiedad del capital y desarrollo regional endógeno en el marco de las transformaciones del capitalismo actual", ILPES, Santiago, Chile. Basis of the paper presented at the International Seminar on the Technological Revolution and Restructuring of the Productive System: Impact and Territorial Challenges, organized by ILPES and the Urban Studies Institute of the Catholic University of Chile (Santiago, Chile, 22-25 August).

b) Preparation of the document "Presencia del capital extranjero en la propiedad industrial de la región del Bío-Bío", ILPES, Santiago, Chile. Basis of the lecture delivered to the Faculty of History and Geography of the Universidad de Concepción (Concepción, Chile, 29 August).

IV. ILPES: PRINCIPAL REGIONAL PROJECTS

A. PRINCIPAL UNDP/ILPES PROJECT (RLA/86/029)

40. The Project comprises three modules: Economic Programming, Intergovernmental Co-operation, and Support for Training Activities; the Project also collaborates with an expert in the Area of Public Sector Programming.

1. Module I: Economic and public sector programming, 1989

41. The activities carried out during 1989 in this module have been arranged into four groups: a) macroeconomic programming; b) dynamic comparative advantages; c) support for the DTP activities of ILPES; and d) public sector programming.

42. The work undertaken under the rubric of macroeconomic planning is aimed at providing member governments with new instruments, based on a prototype model developed by ILPES and quantified for each country having regard to their specific differences. Its objective is to assess the impact of government policies on basic macroeconomic equilibriums, making use of the information stored and processed in computers. The details of the activities carried out in 1989 are as follows:

a) Argentina: A macroeconomic model was prepared, at the request of the Institute of Economics of the General Economic Confederation. On the basis of this model, a number of macroeconomic scenarios were prepared as a frame of reference for the development strategy which the Confederation is elaborating for presentation to the government authorities. A preliminary document was prepared which summarizes the characteristics of the proposed model and the necessary training was given to the specialized personnel of the Institute.

b) Brazil: Parts of the model designed in 1988 were revised and expanded at the request of the Institute of Economic and Social Planning (IPEA) and of the Planning Institute (IPLAN). Alternative scenarios were prepared and the model and its conclusions were presented at a National Seminar on Macro-economic Models organized by IPLAN and ILPES, in November, in Brasilia, with the participation of prominent experts from Brazil and from the World Bank.

c) Ecuador: A macroeconomic model was completed at the request of CONADE. On the basis of this work, CONADE prepared the macroeconomic framework of the National Plan for Economic and Social Development 1989-1992, announced in 1989. A document was published at the same time containing a description of the model, which was installed for subsequent use in the computer equipment of CONADE in Quito. Local personnel was also trained in its use.

d) Paraguay: A short-term macroeconomic model was prepared at the request of the Technical Secretariat for Planning with a view to expanding the operational capacity of this agency in the co-ordination of short-term economic policy. Various simulations of policies were carried out and the multiplier effects calculated. The results were presented and discussed at a technical seminar in Asunción. The APSP also provided training and collaborated in the final publication of the study.

e) Requests have also been received from Guatemala, Nicaragua and the University of the Netherlands Antilles to undertake similar activities and possible sources of financing are being explored in order to provide the co-operation being sought.

f) In addition, three works on methodology and research in this area were prepared: i) a summary document was done which explains the prototype model used in the case studies as well as its main features and impact on economic policy; ii) a detailed guide was prepared on the use of computers for the numerical solution of macroeconomic models using the LOTUS 123 programme; and iii) an introductory document was prepared to the design of macroeconomic models for teaching purposes.

g) Finally, the staff of the Project participated in the following national and international seminars in which works and papers were presented.

i) Seminar on Development Models in Latin America, organized by the Institute of Latin American Studies of the University of Texas. A presentation was made on the experience of ILPES with economic models (Austin, United States of America, January-March).

ii) Seminar on the Methodology of Analysis of International Economic Forecasts, organized by the National Planning Institute of Peru. The methodological framework elaborated by ILPES was presented (Lima, 22 January-4 February).

iii) Seminar on the Teaching of Management and Macro-economic Programming, organized by the Development Institute of the World Bank. Presentation of the experience of ILPES in the teaching of macroeconomics (Washington, D.C., 13-14 March).

iv) Meeting of the General Economic Confederation in Buenos Aires to present the proposal for growth with equity based on the model prepared jointly with ILPES (Buenos Aires, 25 April).

v) First National Congress of the Chilean Planning Society (SOCHIPLAN). Logistical support and presentation of work (Santiago, Chile, 12-14 June).

vi) National Seminar for the presentation of the macroeconomic model, organized by the Technical Planning Secretariat and ILPES, with the participation of officials of the Ministry of Finance, the Central Bank and representatives of the private sector, the IDB, UNDP, and academic bodies (Asunción, 26-29 June).

vii) IX Latin American Symposium of the Econometric Society. Presentations of simulations of national models (Santiago, Chile, 1-4 August).

viii) Second National Seminar on Macro-economic Models for Brazil, organized jointly by IPEA/IPAN, ILPES, and the National University of Brasilia. Presentation of the Macro-economic Model for Brazil, MACROBRAS (Brasilia, 23-24 November)

ix) Support was also provided under this head for the academic activities of the Universidad Central y Academia de Humanismo

Cristiano de Chile, and the Universidad Nacional de Ingeniería del Perú.

43. Under the rubric dynamic comparative advantages, the following activities were carried out:

a) A case study was completed on the generation of dynamic comparative advantages in the fruit and forestry sectors of Chile. The study estimates the indicators of the revealed comparative advantages of the activity, describes the recent trends in its development and makes econometric estimates of its performance. Measurements of typical cost structures were taken and the costs of generation of foreign exchange associated with the activity were evaluated.

b) A second case study was initiated on the development of a graphics industry in Colombia. A preliminary agreement was reached with CRESET of Colombia, following a month long visit of an economist from that Centre to ILPES to familiarize himself with the methodology developed. This study will be carried out jointly by CRESET and ILPES.

c) Preliminary contacts were made with a view to carrying out a study on the cultivation of shrimp in Ecuador, an activity which has had tremendous growth in recent years and which has revealed the existence of comparative advantages in this sector.

44. As in previous years, assistance was provided to the DTP of ILPES in connection with the organization and administration of the activities relating to the specialist course in global planning and public sector programming in the XXX International Course in Development, Planning and Public Policies, organized by ILPES (Santiago, Chile, 16 October-7 December). During this course in which 30 students participated, the staff of the Project taught several subjects and co-ordinated the teaching workshops applied to four national case studies.

45. In order to avoid repetition, we shall not list the activities undertaken in the area of public sector programming and which were supported by the respective expert from Module I of the Project (see section A of this chapter).

2. Module II: Intergovernmental co-operation

46. The activities undertaken in 1989 within the framework of this module correspond to four groups: a) exchange of experiences between national planning bodies; b) information and documentation and informatics for planning; c) support for meetings where technical information can be exchanged; and d) collaboration in the area of social policies.

47. Under the rubric of exchange of experiences between national planning bodies the following activities were carried out:

a) Within the framework of the activities of SCCOPALC, support was provided for the most important meeting of the system: the VII Conference of Ministers and Heads of Planning of Latin America and the Caribbean, Montevideo, 8-10 May 1989. The Project participated in its organization and in the preparation of the technical documents.

b) Prior to the VII Conference, the Project organized the "Caribbean Workshop on Economic Management, Public Sector Investment Programming, External Technical Co-operation and Foreign Aid" (Montevideo, 5-10 May). The Project financed this event and was responsible for preparation of the technical documents. In the convening and organization of this workshop, co-operation was received from the ECLAC Subregional Headquarters for the Caribbean and from the APSP of ILPES, which also shared its experiences on Project Banks. Mention must also be made of the contribution of ILPES in the areas of the insertion of the subregion of the Caribbean into the international economy, and the management of economic development and of the public sector. Of special importance was the presentation on the training programme in the management of the national economy which the APSP is carrying out in the Caribbean in collaboration with the Economic Development Institute of the World Bank. Participants in this meeting included representatives of the national planning bodies of six Caribbean countries, the Organization of Eastern Caribbean States (OECD), the Caribbean Community (CARICOM) and UNDP. The national planning of the host country also participated.

48. Under the rubric of information and documentation and informatics, the following activities were undertaken:

a) The First Symposium on Information, Informatics, Planning and Action was held (Santiago, Chile, 11-14 July). This meeting was organized by ILPES within the framework of the ECLAC/CLADES Project, with the support of the International Development Research Centre (IDRC) and the sponsorship of the V Convention on Informatics and Telecommunications (SOFTEL 89). Participants in this symposium included specialists in the area of informatics from the national planning bodies of nine countries from the region. Participants discussed issues related to: the planning information system (INFOPLAN); national experiences on informatics and planning; work done in ILPES (programmes on the Project Bank and macroeconomic models) and in CELADE, in the retrieval of data on small geographic areas by microcomputer (REDATAM); and bases for a mechanism of co-operation in informatics for planning.

b) Joint work continued with CLADES for the strengthening of the INFOPLAN system. The unit participated in the Regional Meeting for the Evaluation of the INFOPLAN Project (Santiago, Chile, 2-4 October). This meeting was organized by CLADES and the IDRC with the participation of the national information centres for planning of 10 countries in the region. The project participated in the exchange of experiences.

49. The Project supported meetings for the exchange of experiences and provided co-operation in social policies to the Area of Social Programmes and Policies of ILPES.

a) Support was provided to the following technical exchange meetings:

i) International Seminar on Technological Revolution and the Restructuring of the Productive System: Impact and Territorial Challenges, organized jointly by ILPES and the Urban Studies Institute of the Catholic University of Chile. The Project assisted in the preparation of a number of technical documents (Santiago, Chile, 22-25 August).

ii) Interagency Seminar on Decentralization and Distribution of Social Sectors and Services, organized by ILPES, PAHO/WHO, and OREALC/UNESCO. The Project contributed to its organization and in the preparation of a technical document (Brasilia, 9-13 October).

iii) Seminar on macroeconomic models, organized jointly with ILPES, IPLAN, IPEA, the National University of Brasilia and the Project, which participated in the financing and preparation of technical documents (Brasilia, 23-24 November).

b) The Project collaborated with the Area in the following activities:

i) The document Sociedad, crisis y planificación: hacia la reorientación de las políticas sociales, was prepared with a view to systematizing the relevant methodological and operational aspects in dealing with the so-called "social compensation" programmes. The document "Crisis económica y prestación de servicios sociales" was also produced in close collaboration with PAHO/WHO and OREALC/UNESCO.

ii) The study was completed on methodologies for the establishment of viable strategies for satisfying basic needs and its application to the case of Bolivia. This work was presented at a seminar which was held in the city of La Paz, Bolivia. The Project invited participants from Nicaragua and Panama.

iii) A document was prepared with the assistance of an expert associated with Spanish technical co-operation on social authority in Latin America: research notes. This study comprises documentation and recent experiences in Bolivia, Brazil, Colombia, Ecuador, Honduras, Peru and Venezuela.

iv) The Project collaborated in the preparation of technical documents and supported the organization of two meetings: one, a workshop on decentralization, participation and local government, with the participation of representatives of the Universidad Austral de Valdivia; and the other, a technical meeting on the administration of local development with the participation of representatives of the Universidad de las Américas and the Municipality of Ñuñoa (Santiago, Chile).

v) A meeting was organized with a view to launching the study supported by the Project, on conceptual and operational aspects of the process of health planning, Cuadernos del ILPES No. 35, Santiago, Chile, 1989.

3. Module III: Support for training activities, 1989

50. Through Module II, the Project gave support in the form of specialized technical contributions and a few resources for fellowships and computer equipment to the following activities (see chapter II.A): i) Thirtieth International Course on Development, Planning and Public Policies (Santiago, Chile), together with financing for four fellowships for the Central American countries; ii) Subregional Course on Planning (San José, Costa Rica); iii) Third Seminar/Workshop on the Planning of Science and Technology in Latin America and the Caribbean (Guatemala City, Guatemala); iv) Second Course on Regional Planning of Development (Rivera, Uruguay); and v) a study was prepared on bases for co-operation among Training Centres.

B. JOINT ILPES/OAS PROGRAMME (PROPOSAL)

51. On 6 April, an Agreement was signed between the Secretary-General of the Organization of American States (OAS) and the Director-General of ILPES for the execution of a Joint Programme on Social Policies for Latin America (Proposal). The central aim of the Programme is to co-operate in the efforts which member governments are making to improve the standard of living of the population by increasing the efficacy of policies and the efficiency of social expenditure and promoting the development of the sector of family production units (microenterprises, family enterprises, and the like). In order to achieve this objective, training, research and technical co-operation activities were programmed.

52. For the purpose of directing and executing the planned activities, the Offices of the Secretary General of the OAS and the Director-General of ILPES formed a team made up of experts from the two institutions. In accordance with the Agreement, the OAS expert (Co-Director of the Programme) moved to ILPES headquarters in Santiago, Chile, in May, when the Programme effectively began. The Director-General of ILPES, for his part, designated the Co-ordinator of the Social Policy Programmes Area of ILPES as Co-Director of the Programme.

53. In the field of training, the following activities were carried out:

a) A Course on the Formulation and Evaluation of Social Projects, with emphasis on employment and professional training, organized jointly by ILPES, the OAS, the Proposal, ILDIS, and the Ecuadorian Professional Training Service (SECAP) of the Ministry of Labour and Human Resources (Ecuador) (Quito, Ecuador, 19 July-23 August). The object was to train public officials connected with Social Front Ministries in social project formulation and evaluation techniques.

b) The organization and direction, jointly with UNICEF, of the Internal Seminar of the UNICEF Office for Argentina, Chile and Uruguay (Santiago, Chile, 11 August). The object of this Seminar was to provide information to staff members and collaborators of the UNICEF Office in areas related to international co-operation, new directions in social policy, the project cycle in planning, social development project banks, and the future outlook for UNICEF's action.

c) A Course on the Formulation and Evaluation of Social Projects, organized jointly by CIDES, the OAS, ILPES, the Proposal and CEPLA, and sponsored by the Office of the Second Vice-President of the Republic of Costa Rica (San José, Costa Rica, 18-22 September). The object of this course was to train a group of Costa Rican public officials in social project formulation and evaluation techniques.

d) The preparation of three documents on mass social programmes, with regard to i) diagnosis; ii) social authority, and iii) evaluation. These documents were presented at the Central American Seminar on Mass Social Programmes, sponsored by CIDES, the OAS, ILPES and the Proposal in San José, Costa Rica, from 25 to 29 September. The object of this Seminar was to bring together a group of persons responsible for this type of programmes in the Central American area and arrive at conclusions and consensuses on how to improve the management of such programmes and create an information exchange network.

e) The unit also collaborated in various activities organized by other institutions and by other units of ILPES.

i) Inter-American Institute of Human Rights and the Ministry of Foreign Affairs of Argentina: a lecture was given on "The Crisis and Economic Rights in Latin America" in the Seminar on the present situation and future prospects of economic rights in Latin America (Buenos Aires, Argentina, 11 December).

ii) Chilean Planning Society and the Training Programmes Division of ILPES: a course on the evaluation of social projects was given as part of the Second Course on Social Planning for national planning bodies (Santiago, Chile, 7-11 August).

iii) ILPES: a lecture was given on "The rationalization of public social expenditure" in connection with the Social Policies section of the Thirtieth International Course (Santiago, Chile, 13-15 September).

iv) PAHO: a course on Project Evaluation in the Health Sector was given in the Seminar on Social Policies and Social Planning, with Special Emphasis on Health (Buenos Aires, Argentina, 26-30 June).

v) UNESCO/OREALC: a course on project formulation and evaluation was given as part of the First Regional Seminar/Workshop on the Training of Trainers in Educational Planning and Management (Santiago, Chile, 8-9 June).

54. With regard to research activities, special mention may be made of the following:

a) A second (corrected and expanded) version of the book "Evaluation of Social Projects" was prepared and will be published shortly.

b) Work was begun on the preparation of computer programmes for the evaluation of social projects (global and sectoral).

55. Finally, advisory assistance was given to the National Planning Institute of Peru and to UNICEF on the follow-up and evaluation of social projects, and a report was prepared on the appraisal of the system of evaluation and monitoring of social development projects of the National Planning Institute of Peru (ILPES, Santiago, Chile, October 1989).

V. ILPES: DECENTRALIZED UNITS, 1989

A. OFFICE FOR CENTRAL AMERICA AND PANAMA

56. As from April 1989, the activities of the ILPES Office for Central America and Panama were co-ordinated from ILPES headquarters because the new Head of the Office had not yet been designated. The work carried out has basically come under the Social Programmes and Policies Area and the Advisory Assistance Programmes Area of ILPES.

57. The Social Programmes and Policies Area carried out the following activities (see also section B of chapter IV):

a) Seminar on the Evaluation of Social Policies, organized by ILPES and the University of Costa Rica and sponsored by the Office of the Second Vice-President of the Republic (San José, Costa Rica, 3-4 April). The following documents were prepared: Nuevos lineamientos para la política social; Impacto de la crisis en la educación y principales dilemas que provoca; La postcrisis: ¿Una coyuntura favorable para la vivienda de los más pobres?; and Educación y política social.

b) Seminar on Crisis and Social Policies in Honduras in the Late 1980s, organized by ILPES, the Development Promotion Centre (CEPROD), and the Friedrich Ebert Foundation, with the sponsorship of the Bureau of Social Development (Tegucigalpa, 5-7 April). The same documents mentioned in paragraph a) above were presented.

c) Seminar on Planning, Development and Social Policy in Central America, organized by ILPES, the Supreme Council of Central American Universities (CSUCA), the Inter-American Planning Society (SIAP), and the Institute of National Studies (IDEN) (Panama City, Panama, 21-23 September). Presentations were made on The Future of Social Policy in Central America and New Directions in Social Policy.

58. The Advisory Assistance Programmes Area, for its part, carried out the following activities (see also section B of chapter III):

a) Support for the Ministry of the Economy of El Salvador in the formulation of a technical co-operation project to be initiated as from next year. The priority areas of this project would be economic planning and policy, industrial policy, microenterprises, and co-ordination of technical co-operation. This project would be supported by ECLAC and financed by UNDP.

b) Support for the Ministry of Planning of Honduras and for IDB in the formulation and orientation of a short mission to prepare a request for technical co-operation to strengthen the national planning system and provide support to the national public investment and projects process.

c) Support for the Ministry of Planning and Economic Policy of Panama in the formulation of the medium-term Reconstruction Plan. In the first stage, two experts participated: one on global planning and another on sectoral planning. Subsequently, they were joined by an expert on econometric models, in order to give quantitative consistency to the strategy and policy proposals. In this last phase, the advisory assistance programme gave support in compatibilizing and giving greater coherence to the global and sectoral proposals and in guiding the work of the consultants. As a result of this work, the document entitled Short-term strategy for the economic recovery of Panama was submitted.

B. ILPES/ECLAC UNIT FOR THE CARIBBEAN

59. During 1989, the activities in the Caribbean were once again co-ordinated from ILPES headquarters, basically through the Public Sector Planning Area and the Advisory Assistance Programmes Area. As approved at the eighth session of the Regional Council for Planning (Montevideo, May 1989), the multilateral activities of ILPES in this subregion depended on specific projects, none of which reached its culmination in 1989.

60. The activities co-ordinated by the Public Sector Planning Area under the BDC/FID/ILPES Joint Programme were as follows:

a) Third High-Level Technical Encounter: "Increasing the International Competitiveness of Exports of Caribbean Countries" (Sam Lord's Castle, Barbados, 22-24 May). This encounter brought together the Permanent Secretaries for Planning and Finance of all the English-speaking Caribbean countries. The Public Sector Planning Area presented a summary of the document "External Insertion, Development and Planning" (Santiago, Chile, April 1989).

b) Fourth Course on Economic Analysis and Public Policy Formulation (Wildey, Barbados, 19-30 June). On this occasion, government officials of 14 governments and organizations of the English-speaking

Caribbean participated in Module III of the course "Investment and Trade Incentives".

61. The Advisory Assistance Programmes Area, for its part, co-ordinated the following activities:

a) In keeping with the aims of the agreement signed by UNDP, the United Nations Department of Technical Co-operation for Development (DTCD) and ILPES, at the request of the Government of Belize and with the support of the Project Execution Office of that country, six missions to evaluate the current 1985/1990 Development Plan and formulate a new strategy were carried out. The ECLAC Subregional Headquarters in Mexico and Port of Spain and ECLAC Headquarters in Santiago also collaborated in this task. As a result of these missions, documents were prepared on agriculture, the external sector, manufacturing, social affairs and transport. A consultant from Jamaica was entrusted with the task of consolidating the sectoral studies and preparing a draft proposal to be discussed in the Cabinet. At the request of the executing agency (UNDP/DTCD), a progress report on the work was prepared for discussion at a tripartite meeting held on 12 April. ILPES was officially informed of the extension of the Project to 1990.

b) During the year, two missions to Curaçao were effected. The purpose of the first of these was to follow-up the resolutions of the Montevideo Conference of Ministers; to discuss with the Department for Development Co-operation the possibility of initiating a Projects Bank for the Netherlands Antilles; to evaluate the conditions for designing a macroeconomic planning model; and to promote the exchange of experience with other planning bodies of the region. As a result of the discussions which took place, a Note of Agreement between ILPES and the government was prepared. The second mission presented at a national seminar the features of the macroeconomic model prepared by ILPES. Various conversations were also held with officials in order to evaluate the technical and institutional conditions for the development of the model. It was agreed that on a future mission the financing of this initiative and the collaboration of the University of the Netherlands Antilles in it would be defined.

c) Together with an official from the ECLAC Subregional Headquarters in Port of Spain, a mission was carried out to Guyana in order to determine the body responsible for the execution of the new Technical Co-operation Agreement with IDB and to explore the possibilities for the participation of ILPES in the Plan of Operations. As the project was thrown open to international tenders, however, ILPES was unable to participate because it is a United Nations body.

Annex 2

ILPES: INSTITUTIONAL PROJECT 1989-1990

A. THE NEW INSTITUTIONAL PROJECT

1. As is well known, the first roots of the New Institutional Project (NIP) sprang from the historic commitment whereby the governments of the region, in co-ordination with the United Nations, proposed and supported the creation of the Institute in the early 1960s.1/ The most recent developments in the history of ILPES, for their part, are due to an equally well known fact: UNDP had to withdraw its direct support for the regular budget of the Institute, whose activities it had helped to maintain without a break for 20 years. The reduction of UNDP's direct support became more rapid as from 1982, and such support ceased altogether on 31 December 1986.2/

2. Under the New Institutional Project, it was decided at the Fifth Meeting of the Technical Committee of ILPES, held in Buenos Aires in 1983, to introduce a different kind of association between the governments of the region and the United Nations, so as to share the responsibility for maintaining the regular budget of the Institute: on the one hand, the governments would make specific contributions suitably shared between all of them, while on the other the United Nations would assume responsibility for financing the permanent posts assigned to the Institute as from 1977.

3. The new association between the governments and the United Nations within the framework of the NIP 3/ was aimed from the beginning at stabilizing the regular budget of the Institute. Provided the governments contributed the whole of the promised funds and the United Nations maintained the 16 permanent posts,4/ the Institute undertook to generate any other resources which might be needed itself. The level of the regular budget set in the NIP was designed to reduce the contributions of both the governments and the United Nations; consequently, at any lower level the technical core staff of ILPES would have little or no possibility of generating additional resources. During its first six years (1984-1989) the new form of association has given very fruitful results, although there have been some moments of instability due to delays in the actual payment of contributions (as the financial details are given in another document, they are not repeated here).

4. As is well known, together with the introduction of the NIP there has been a process of renewal of the Institute, both administratively and, very especially, as regards its productivity and the quality of its technical work.5/ The structural budgetary problems have continued to take up a very significant part of the time of those responsible for running ILPES, especially during 1988 and 1989, however. This has compromised a substantial part of the programme of work and increased the imbalance with which member governments are already familiar and which is summed up in the expression "Permanent Institute - Temporary Budget".6/ Apart from the six permanent professional posts,7/ government contributions are thus the main source of funds for recruiting the staff who make up the technical core of the Institute, while they also have to cover 90% of its other operating expenses.

5. Summing up, it may be noted that during the six-year period 1984-1989 the Institute was forced to work with total resources 35% below the established regular budget; with 40% less than the technical staff agreed upon in the NIP, and with 30% less than the agreed operating expenses. This situation is in sharp contrast, of course, with the technical output of the Institute as shown in its reports of activities (see note 5 above), but this manner of operation can no longer continue, for it was based on the use of reserves to keep up the high level of activity in spite of the fluctuations in current income. It should also be noted that during this period the Institute made a greater effort than that agreed with the Regional Council for Planning, obtaining 20% more direct financing than was foreseen in "other sources and non-regular resources". Emphasis must be placed once again on the central problem, which is that of stabilizing the regular budget at least at the minimum level unanimously agreed upon in the intergovernmental forums.

6. In essence, the same bases of the intergovernmental agreement adopted in 1983 will be maintained for the period 1989-1992. It is essential, however, to make renewed efforts to generate immediate current income during 1990. These efforts could consist in ensuring the actual payment of unpaid contributions and donations of non-member countries promised in previous years, or any other suitable measures. At all events, they involve above all the payment forthwith of the overdue contributions for 1989.

7. A critical element of the New Institutional Project 1989-1992 continues to be the apportionment of the contributions among the member governments. It will be recalled that this distribution is similar to that originally confirmed at the Fifth Meeting of the Technical Committee of ILPES. Through the changes suggested here, however, the proportion of government contributions is reduced from 33% to 25% of the global budget.

8. It would be superfluous to point out yet again that in no case do the individual country contributions come to a significant amount (even for the less developed member countries or associate member States), since their contributions to international organizations represent only very small items in their fiscal accounts, external accounts, or in the national budget. Bearing in mind this special feature of ILPES, it may be asserted that if only an effort were made to pay these contributions in the amounts and on the dates agreed, a period of notable financial recovery could be expected. This would put an end to a crisis which dragged on one way or another for 15 years

but which began to be corrected as from 1982, thanks to the spirit of solidarity and multilateral co-operation of the member States.

B. MODERNIZATION OF MANAGEMENT

9. This is of course one of the three internal programmes of ILPES which make up the New Institutional Strategy applied since the end of 1982. As in the case of section A, this annex describes the situation of the programme at the beginning of 1990. This programme may be considered to consist essentially of two items: the first refers to the basic underlying principles, while the second deals with management aspects proper. Another aspect, concerning the internal personnel policy of ILPES, was described in the report to the twenty-second session and is therefore not mentioned here.

10. With regard to the first item, it may be noted that the aim is to co-ordinate efforts to raise the standards of performance of ILPES and bring them, as far as possible, up to a proper level of excellence. This involves reconciling two special features of the Institute: on the one hand, the fact that it is a permanent United Nations body forming part of the ECLAC system (whose rules as regards general administration, personnel, accounting, auditing, etc. are those of the world Organization), and on the other the fact that it is a multilateral service agency guided at the technical level by the representatives of its 38 member governments (meeting in the Regional Council for Planning and its Presiding Officers), whose requests for collaboration must be dealt with directly.

11. In order to reconcile these dual requirements, the Institute is usually considered as a kind of "enterprise". This involves trying to run it by co-ordinating four major "subsectors": the financial subsector; that of the "inputs" (basically the human resources which have to keep the Institute going); that of the "products", which are the actual services that it has to provide; and finally that of the "clients", represented basically by the member governments (or any other body which receives the support of the Institute so that the governments of Latin America and the Caribbean will be benefited in their turn).8/

12. With regard to administrative aspects (see paragraph 9 above), the programme of modernization of management revolves around the flexible integration of the four components mentioned above (finance, human resources, services provided and demands satisfied), with the progressive use of electronic data processing systems. The advances made up to 1989 have enabled the Institute to put into practice some management subsystems which place it on the level of the most efficient private enterprises. This is particularly so in the case of the programming and control of financial resources.

13. There are grounds for expecting further significant advances in the Management Modernization Programme in 1990, especially as the internal efforts made to train the staff in the use of computers are already bearing fruit. This ongoing training effort gives every reason to expect that in 1990 the progress made will be even greater than in previous years. In

particular, certain "economies of scale and complementarity" are beginning to be noted between computer systems and programmes prepared to aid in the management of the institution and some others which have been developed for use in the technical areas of the Institute in the fields of preinvestment, projects, investment programming, etc. This fruitful interchange opens up possibilities for providing new and timely lines of support to member governments.

Notes

1/ The governments of Chile, Colombia and Venezuela submitted a request to the United Nations Special Fund for the Establishment of the Institute (see ILPES, "Interim Report of the Latin American Institute for Economic and Social Planning, 1962-1971", August 1972, p. 2, in which it was noted that the Special Fund would merge with UNDP in January 1966). Resolution 199(IX) adopted by the ninth session of the Economic Commission for Latin America on 13 May 1961 declared in its operative paragraph 7 that the Commission was confident that the newly-established Institute would "in time become an agency directed and maintained by the Latin American governments". ILPES was, of course, duly set up in the following year (see resolution 220/AC.52 of 6 June 1962).

2/ After having reached a maximum contribution equivalent to some 97% of the Institute's budget, this support was gradually reduced, until it disappeared completely in January 1987. Since that date, the funds provided for the only UNDP/ILPES regional project connected with specific tasks have been equivalent to 15% of the global budget of the Institute (including the share of the cost contributed by ILPES itself).

3/ There were important antecedents for this type of association in previous stages of the history of ILPES. Thus, in the early years the contribution made by the host country (Chile) was equivalent to 20% of the Institute's regular budget. In subsequent years, there were voluntary contributions by governments, although these were scattered and variable. By 1977, there were 11 countries which had undertaken to make contributions. From then until 1982, UNDP and United Nations resources covered almost the whole of the global budget, and contributions by governments ceased, except in the case of a very few countries. As from 1983, however, government contributions have grown in volume and relative weight, and they now form the major part of the Institute's total current income.

4/ In accordance with paragraph 10 of ECLAC resolution 467(XX) of 6 April 1984, ILPES complied with the governments' mandate to request the expansion of its technical staff (from 6 to 10), thus bringing up the number of permanent posts paid for by the United Nations from 16 to 20. The posts thus created did not correspond to the Institute, however. Since 1985 one of the technical posts has been frozen and only five posts have actually been occupied, although this situation has been partially corrected since March 1989. The other ten permanent posts are at the General Service level.

5/ See the 11 reports submitted between 1982 and 1989 to the seven meetings of Presiding Officers and the four meetings of the Regional Council for Planning held during that period, as well as the reports submitted at the last three regular sessions of the Economic Commission for Latin America and the Caribbean (twentieth to twenty-second sessions).

6/ See "ILPES: Twenty-one Years of Activity", presented as a background document at the Fifth Meeting of the Technical Committee of ILPES, Buenos Aires, May 1983 (para. 76 onwards).

7/ The other possible source, of course, is the so-called "overheads", which are not generated on a regular basis and are not of significant volume. More recently, in accordance with United Nations regulations, 20% of these funds are set aside to form a special reserve fund. This fact, although justifiable, merely goes to show how inadequate such resources are for recruiting members of the core staff of the Institute.

8/ One of the corollaries of this principle is that consensus has been reached among the governments that their "direct contributions" to the Institute are not "donations", but must be seen as the real counterpart for the multilateral services provided by the Institute, which extend to the body of countries as a whole. From the point of view of the Institute, the contributions are considered to be strictly conditioned by the commitments stemming from the mandates received in ILPES' intergovernmental directive forums, and especially the sessions of the Commission.

Annex 3

ILPES: ACTIVITIES REPORT, 1988

1. This document describes the work carried out by the Institute in 1988 in accordance with the programme adopted by the Presiding Officers of the Regional Council for Planning (CRP) at its tenth and eleventh meetings. In 1988, important changes were made in the internal structure and operation of ILPES, while maintaining or expanding the volume and quality of its achievements. However, there was a considerable increase in the constraints which it had to face with regard to inter-agency relations within the United Nations system itself, together with a series of financial difficulties aggravated by delays in payments --or even non-payment-- of expected contributions.

I. ILPES: INSTITUTIONAL MANAGEMENT, 1988

2. In 1988 the Director-General's Office continued its efforts to consolidate --in the face of greater obstacles-- the implementation of the new institutional strategy adopted at the end of 1992. Grouping together the work carried out by the Director-General, the Deputy Director, in a number of cases the Principal Technical Assistant of Project RLA/86/029 and administrative units linked to institutional management, this part is divided into four sections: the work of the technical secretariat of intergovernmental forums; inter-agency co-ordination; promotion of the technological modernization and outside representation of the Institute, and other management activities.

A. SECRETARIAT OF INTERGOVERNMENTAL FORUMS, 1988

3. An outstanding example of participation in official United Nations forums was the Institute's presence at the twenty-second session of the Economic Commission for Latin America and the Caribbean (Rio de Janeiro, April 1988). As a permanent United Nations body and technical secretariat of its own forums, the Institute had the responsibility of presenting a report at the session. ILPES was offered broad support at the session, and its efforts at conceptual and technical modernization were recognized; the guidelines for 1988 and proposals for 1990-1991 were also adopted; the

principles of the new institutional project were approved, and the decisive importance of regular contributions by governments to the Institute was emphasized. In addition, the session ratified the change in periodicity of the conferences of ministers and heads of planning of Latin America and the Caribbean, held within a framework of the System of Co-operation and Co-ordination among Planning Bodies of Latin America and the Caribbean (SCCOPALC), and the meetings of the Regional Planning Council, which will be held every four years instead of every two years, except where extraordinary meetings are held between two regular meetings (see ECLAC resolution 493(XXII)).

4. In 1988, the Institute's main activity as technical secretariat of SCCOPALC was related to the preparation of the seventh conference. Moreover, during the year two intergovernmental meetings took place within the framework of SCCOPALC, for purposes of direct exchange of recent experiences in planning and co-ordination of public policies, on the same dates and at the same venues as the two meetings of the Presiding Officers of CRP.

5. The tenth meeting of the Presiding Officers of the Regional Council for Planning was held in Caracas, Venezuela, in March 1988. The seven member countries of the Presiding Officers, and Uruguay as an observer, were represented at the ministerial or undersecretarial level. The eleventh meeting of the Presiding Officers of CRP, held in San José, Costa Rica, in November 1988 was also attended by all the members, together with Uruguay as an observer. Representatives of a number of ministries of planning and foreign affairs also participated. At the meeting, the 1988 report and the guidelines for the 1989 programme of work were adopted. Satisfaction was expressed with regard to activities carried out under UNDP/ILPES project RLA/86/029, and attention was drawn to the co-operation between the project and other national planning bodies, and its relations with other national and regional projects.

B. INTER-AGENCY CO-ORDINATION, 1988

6. Joint activities with other bodies clearly play a very important role in the Institute's services to the region. Co-operation with ECLAC and UNDP, in which significant readjustments were made in 1988, stands out within the United Nations system in Latin America and the Caribbean. Co-operation with the Inter-American Development Bank (IDB) was also very important in the year, as it has been since the founding of the Institute; generally speaking, it represented projects financed by the Bank and carried out by ILPES. As is well known, unification of administrative services with ECLAC means, in a number of cases, that the Commission act as primary executing agency, while the Institute actually carries out the projects. This is true for projects financed by IDB and for those having other sources of funding.

a) Inter-American Development Bank (IDB)

At the beginning of the year a confidential, thorough review of relations between IDB and ILPES was carried out, basically covering the

last five years and concentrating almost exclusively on the work of the Area of Advisory Service Programmes (APA). It should be noted that this review was a unilateral initiative of the Director-General's Office, that was based on the work of a consultant considered to be reliable by both institutions. The outcome supported the changes in orientation which ILPES introduced in this area at the end of 1986.

b) World Bank

Senior officials of the Bank visited ILPES during their missions to Santiago on at least six different occasions, during which possibilities for joint activities were discussed. At the end of November, the Director-General visited the Bank's headquarters in Washington, D.C., where a number of prospects for joint action were determined, especially in consultation with directors of the Economic Development Institute (EDI). In particular, a short-term joint World Bank/IDB/ILPES research project on project evaluation techniques was agreed to, in which the University of Los Andes (Bogotá, Colombia) would participate. Preliminary consideration was given to the possibility of the Institute's collaborating with the new training activities to be carried out by the World Bank (EDI) and the Ibero-American Co-operation Institute (ICI) in Spain.

c) Pan American Health Organization (PAHO)

In 1988 close ties were maintained with this body, under the terms agreed to several years ago. The strategic planning programme which ILPES had launched in 1986 and which subsequently received PAHO backing until its conclusion, ended in May. During the first few months, this joint project, which was set up at PAHO's own headquarters in Caracas, Venezuela, rendered considerable advisory assistance. Towards the end of the year, a meeting of PAHO and ILPES high-level officials was held in Washington to evaluate the various joint projects and set guidelines for the future.

d) Organization of American States (OAS)

The Director-General's Office continued to promote joint activities with OAS, which recently focused on areas related to social policy and projects, in part with the Latin American Centre for Integrated Social Development (CIDES) in Buenos Aires. At the end of the year, the Director-General visited the OAS Secretary-General at his headquarters, and they reviewed the activities already carried out and in particular discussed a new joint project which might extend through 1989 and 1990.

e) Latin American Economic System (SELA)

As mentioned in other parts of this document, 1988 marked a strengthening of ties between ILPES and SELA. In particular, in April

ILPES joined the network of regional bodies of Latin America and the Caribbean which had been informally operating in the region for a short while. The April meeting in Rio de Janeiro was organized by SELA. In October the Permanent Secretary of SELA visited the Institute's headquarters in Santiago, at which time joint activities were reviewed and plans were made for the immediate future.

f) United Nations Centre for Science and Technology for Development (CSTD)

In April 1988 the Director-General's Office received a visit from the Executive Director of the United Nations Centre for Science and Technology for Development, headquartered in New York. On that occasion, information was exchanged on the activities of both institutions in areas of common interest. At the same time, agreements were reached concerning joint activities on five specific points, one of which was the training which ILPES has been promoting every year in the area of science and technology.

7. Other inter-agency agreements

Other chapters of this document describe the many conventions or agreements with other agencies of major significance to the Institute's work in the region. In particular, with reference to those established with governments outside the region, the prevailing agreements with ICI of Spain, the International Institute for Public Administration (IIAP) of France and Study in the Region (SIR) of the Netherlands continued in force in 1988. The agreement with the last-mentioned country, which ended on 31 December 1988, is being reviewed. An agreement entered into force with the Institute for Public Enterprises for Development (IPS) of Italy, linked to the European Centre of Public Enterprises (CEEP), headquartered in Belgium, which in turn is connected with the European Economic Community (EEC).

C. TECHNOLOGICAL MODERNIZATION AND OUTSIDE REPRESENTATION, 1988

8. In 1988, the Director-General's Office continued to promote the technological and conceptual modernization of the Institute's specialty areas, within the framework established by member governments, primarily in matters pertaining to planning, the public sector, social policies and territorial planning and projects, and at the same time in areas related to development planning or policies (such as science and technology, communications and culture) or where a long-term perspective is essential (such as energy, health, education and environment). In addition, emphasis continued to be placed on giving this renewal effort a "policy orientation", in other words, steering it towards improving decision-making concerning development policies and towards concrete action.

9. This updating effort is also related to the tasks of outside technical representation of the Institute, to the extent that such representation offers opportunities for disseminating the innovations being promoted and testing their validity. Following are some of the activities which the Director-General's Office carried out in this respect in 1988, excluding those which already appear in annex 3 of the document entitled "ILPES: 1988 activities report and guidelines for work for 1989" (NTI/F.VIII.3/Add.1/Rev.1, especially references 23 to 29, 146 and 147).

a) Meeting of non-governmental organizations

In April 1988 in Rio de Janeiro, a meeting of the non-governmental organizations (NGOs) which attended the twenty-second session of ECLAC (see paragraph 3) was held, specifically to discuss the Institute's views on prospects for NGO participation in the future economic and social scenario. The Director-General stated the Institute's position in that regard and also referred to the economic, social and political role to be played by NGOs in the more complex societies of the coming years.

b) Seminar on "Bolivia in the international economy"

This meeting took place in August in La Paz, and was sponsored by the Ministry of Foreign Affairs and Worship of Bolivia. At the opening meeting of the seminar, the Director-General of ILPES discussed the topic "Latin America in the international context". ILPES was also responsible for making a presentation on its views of the dynamics of long-term development and prospects for integrating Latin America into the world economy.

c) Long-term education and planning

UNESCO held an international seminar in Santiago, Chile, to which the Director-General was invited in order to present the Institute's views on the role of education in the new development model that will be merging in the coming decade, and on the new challenges to be faced by educational planning. He concluded his statement by emphasizing three phenomena: the new productive role of human knowledge, the need to train the citizenry to adapt to rapid economic and social changes, and the role of education in shaping new forms of organization and social coexistence.

d) Strategic planning

On two occasions (CORDIPLAN, Caracas, November 1988, and SEPLAN/SEPES, Brasilia, December 1988) the Director-General expressed the Institute's appreciation for the conceptual and methodological innovations in approaches to strategic planning, especially in respect of "situational planning". He recalled that the Institute had co-operated in developing it during the past three years.

e) Planning: results of three decades

At the opening meeting of the seminar commemorating the thirtieth anniversary of CORDIPLAN, the Director-General presented the Institute's views on "planning in the coming decade" (November, Caracas, Venezuela). On that occasion, he drew attention to the need for methodological changes in the analysis and prediction of long-term development phenomena, especially in view of the peculiar features of the economic and social development of the 1980s.

f) Meeting of economists

The Deputy Director participated in a meeting of economists organized by the Federal Council on the Economy, held in Salvador, State of Bahia, Brazil, in September 1988. He discussed the topic "Precarious economies: A question worthy of examination". Under his leadership, the Institute had produced a number of reports in 1988 on that subject, in continuation of an effort which had been supported in 1987 by project RLA/86/029.

g) Regional integration

In Lima in July 1988, the Deputy Director represented ILPES at the meeting convened by the Office of the President of the Republic of Peru to discuss the external environment and the need to renew the integrationist movement in the region. On the same occasion, he participated in the meeting of regional integration and co-operation bodies concerning the co-ordination and complementation of their work programmes.

D. OTHER INSTITUTIONAL MANAGEMENT ACTIVITIES, 1988

10. The most outstanding of the Institute's relations with numerous co-operation bodies, in 1988 which are opening up new opportunities to serve the countries of the region, were as follows:

a) Centre for Latin America Monetary Studies (CEMLA)

A number of co-operation activities between this entity and ILPES continued in 1988, marked by teacher exchanges or dialogues in multilateral forums. In November a high-level official of CEMLA visited the Institute's headquarters and a preliminary agreement was reached on strengthening reciprocal co-operation.

b) Latin American Centre for Development Administration (CLAD)

The Institute's Director-General held a number of meetings in 1988 with officials of CLAD and the Director of the United Nations regional project operated out of Caracas by agreement with UNDP. Productive co-operation has thus been maintained between this project and ILPES, especially concerning the linkage of development planning and policies with public sector management. This co-operation has continued in a number of research fields and in the area of training.

c) Regional Centre for Third World Studies (CRESET)

The agreement between CRESET (Bogotá, Colombia) and ILPES on the promotion of certain joint projects also continued in 1988. In particular, a "sabbatical leave" for a high-level CRESET official at the Institute's headquarters in Santiago was planned.

d) Fundação Centro de Formação do Servidor Público (FUNCEP)

In July, the Director-General of ILPES met with the directors of FUNCEP in Brasilia, following up the ongoing dialogues on potential inter-agency co-operation. Note was also taken of projects with the Centre for the Development of Public Administration (CEDAM) and the National School of Public Administration (ENAP), both of which are directly linked to the improvement of public administration and coincide with some of the priorities of the ILPES work programme.

e) Planning Institute for Latin America (IPAL)

In view of the importance of communications in long-term development policies, ILPES and IPAL have decided to sponsor some joint events. In 1988, new contracts were made at the executive level. Moreover, the two institutions have kept each other informed and co-ordinated with each other on activities in this area.

11. Internal management. Lastly, an important part of the activities of the Director-General's Office have revolved around its internal plans for institutional development. Despite the financial difficulties faced by the Institute in 1988, it was able to make some progress on the programme of administrative modernization (see also document NTI/F.VIII.4). In particular, the design and structure of two new software programmes, in connection with the effort to partially computerize the management of the Institute, were completed.

II. ILPES: TRAINING AND ADVISORY ASSISTANCE, 1988

A. TRAINING PROGRAMME (DPC), 1988

12. In 1988, the Institute's training programme included five major international activities and four main national activities, in which 302 Latin American and Caribbean professionals participated; to these should be added 125 from outside the region, who participated in three short courses on the Latin American question, financed by ICI and held in Spain. Of all the participants from the region in the international courses, 99 received full fellowships (round trip air fare plus a daily subsistence allowance); 49 of these fellowships were self-financed or were funded in large part by resources administrated by ILPES (under project UNDP/RLA/86/029 and, especially, under an agreement with the Government of the Netherlands). The participants came from 20 countries, and the training time represented 3 884 weeks/participant; direct academic activities totalled approximately 21 months/lecture hall. This summary does not include colloquia and seminars of experts.

13. To carry out the Institute's various training activities, the Directorate of Training Programmes (DPC) was assisted by teachers from a number of institutions from within and outside the region. This was the case for the Inter-American Centre for Integrated Social Development (CIDES/OAS), the Economic Research Corporation for Latin America (CIEPLAN-Chile), the Settlement Study Centre (CERUR-Israel), the Centre for Urban and Regional Development Studies (CEUR-Argentina), the Ibero-American Co-operation Institute (ICI-Spain), the International Institute for Public Administration (IIAP-France) and the State University of Campinas and Federal University of Rio de Janeiro (Brazil), the University of Puerto Rico, the University of the Pacific (Peru), the Catholic University of Chile, and the Universities of Alcalá and Oviedo (Spain). From the standpoint of fellowships, the co-operation provided to the region by the Government of the Netherlands, through ILPES, played an essential role. After a number of consecutive years, this co-operation ended in 1988.

1. Courses, seminars and workshops

14. International courses. In 1988, some of the international courses taught were a continuation of activities initiated in earlier periods; others were provided in response to specific new demands and needs of the member countries and involved the incorporation of new topics in the programme of activities.

a) Twenty-ninth International Course on Development, Planning and Public Policies. Taught in Santiago by ILPES, in co-operation with ECLAC, UNDP, CELADE, PREALC and other United Nations bodies and with the basic financial assistance of the Government of the Netherlands and partial support from UNDP/ILPES project RLA/86/029. Fifty-five professionals from practically all Latin American countries and from

the Caribbean and Spain participated. The course lasted 26 weeks, from 6 June to 2 December. At the time, the course was subjected to major adjustments in its basic programme, in response to problems and concerns detected through evaluations of its earlier versions. In addition, besides the options traditionally offered (global planning, regional planning), the option of social planning was offered in response to suggestions from various countries.

b) Eleventh Specialized Course in Regional Development Planning. This was organized by ILPES, CENDEC and UNDP (under project RLA/86/029), in co-operation with the ECLAC office in Brazil. It lasted 10 weeks, from 16 May to 22 July. Thirty-one professionals (nine from various South American countries and 22 from Brazil) participated. Oriented towards the centre-west region of Brazil, it culminated in a workshop on regional development, in which a development proposal for that region was drawn up to serve as a basis for defining policies and identifying projects.

c) International Course on Formulation and Evaluation of Social Projects. This was organized by ILPES and UNDP (under project RLA/86/004 on critical poverty), in co-operation with CIDES, OAS and UNICEF. It was held in Bogotá, Colombia, for six weeks, from 14 March to 22 April, and was attended by 37 professionals from 14 of the countries involved in project RLA/86/004. The course was aimed at presenting and analysing a systematic set of poverty situations and discussing theoretical and practical tools for formulating and evaluating investment projects for social development.

d) Fourth Course on Planning and Environment in the Andean region. Organized by ECLAC, ILPES, the Andean Development Corporation (ADC), UNEP, the Ministry of Planning and Co-ordination and the Environmental Defence League (LIDEMA), it was held in Bolivia for four weeks, from 9 May to 3 June, and was attended by 40 professionals. The fourth version of this course was developed to promote a discussion on problems and approaches relating to the theme of development and environment; in that context, methodological elements were presented at a workshop on the problems of environmental management in the countries of the Andean subregion.

e) Course on International Technical Co-operation Projects. This course was organized by ILPES and UNDP (under project RLA/86/029), ECLAC and the Office of Planning and Technical Co-operation, in co-operation with SELA. It took place in San Salvador, El Salvador, for one week, from 23 to 27 May. It was attended by 30 professionals from El Salvador and other countries of the subregion. Its purpose was to train staff members working in the field of international technical co-operation on how to submit and evaluate projects, and on project banks and the relationship of these banks with investment projects.

15. National courses. In response to requests received from a number of countries of the region in 1988, the following national courses and seminars were held:

a) Course on Social Policy Planning in Uruguay. This was organized by the Office of Planning and Budget of the President's Office, together with the ECIAC office in Montevideo, in co-operation with ILPES and with the financial support of the UNDP office in Uruguay. UNICEF and the Project on Articulated Integral Social Development (PRODISA) also co-operated in this activity. It was held in Montevideo, Uruguay, for 12 and one half weeks, from 19 July to 14 October. It was attended by 54 professionals and technicians from bodies involved in social policies.

b) Course-workshop on the Incorporation of Women into Development Projects. This was organized by ILPES, CELADE, the Argentine Ministry of Health and Social Welfare, Secretariat of Human and Family Development and Undersecretary's Office for Women. It was held in Buenos Aires, Argentina, for two weeks, from 25 July to 5 August. Twenty-five professionals from Buenos Aires and the provincial planning systems attended.

c) Course on Social Planning for Non-Governmental Organizations and Municipalities. This was held in Santiago, and was organized by ILPES and SOCHIPLAN (Chilean Planning Society). This course lasted four weeks, from 18 July to 12 August. It was attended by 35 technicians and professionals connected with non-governmental organizations in the areas of development and social planning.

d) Courses on the Process and Problems of Latin American Development. These courses were organized by ILPES and ICI of Spain, in co-operation with ECIAC. They were taught from 17 October to 7 December in Madrid, Barcelona and Sevilla, and were attended by approximately 120 Spanish professionals.

2. Colloquia and co-operation with other academic bodies

16. These activities correspond to the second major line of work of DPC, under which the following events took place in 1988:

a) Seminar on Environment for the Amazon Region (under project SUDAM/UNDP/BRA/87/021). It was held in Belem, Brazil, for one week, from 22 to 26 August. It was attended by 72 professionals and technicians. A staff member of DPC/ILPES discussed the topic "Consideration and integration of environmental variables in the process of planning and programming investments". This seminar was attended by representatives of the main organizations having influence on Amazon policy.

b) Sixteenth International Planning Congress. Organized by the Inter-American Planning Society in San Juan, Puerto Rico, the Congress lasted one week, from 22 to 26 August. A staff member of

DPC/ILPES participated in this event, presenting a talk on "Recent developments in the concept and practice of planning in Latin America". ILPES, through the Director-General, also delivered a lecture on "The challenges of planning".

c) Seminar on Subject Areas for a Master's Degree in Social Sciences. This seminar was organized by Universidad Andina Simón Bolívar in La Paz, Bolivia, from 22 to 24 August. A staff member of DPC/ILPES participated in organizing this seminar, presenting a talk on the terms of reference for the work of a group of specialists who will meet in an ad hoc seminar, and on the social science subject areas of greatest relevance to the initiation of the activities of this University.

d) Seminar on Prospects for the World Economy. This seminar was organized by the Latin American Centre for International Economics and Policies (CLEPI), and was sponsored by ILPES, RIAL and the United Nations Institute for Training and Research (UNITAR). A number of ILPES staff, including some senior officials, actively participated in this event, and a staff member of DPC discussed the topic "Co-ordination and conflict in the economic policy of the Group of Three" (United States, Japan and the Federal Republic of Germany). The seminar was held in Santiago at ECLAC headquarters on 10 and 11 March.

e) Post-graduate Course on Human Settlements and Environment. This course, organized by the Urban Studies Institute (IEU) of the Catholic University in Santiago, Chile, had 30 participants. A DPC/ILPES staff member assisted in the teaching of the subject "Environmental impact of investment projects".

f) Course on Environmental Impact Evaluation. Organized by the Urban Studies Institute of the Catholic University of Chile, this course was held in Santiago, with 20 participants. A DPC/ILPES staff member assisted in the teaching of the subject "Methodologies for evaluating environmental impact".

g) Master's Degree in National Development Planning, at the National University of Engineering (UNI) of Lima, Peru. DPC/ILPES organized co-operation with this Master's Degree in support of the teaching of the course "Regional planning and agriculture" (25 September to 4 October). A staff member of DPC participated in this work.

h) Regional Agricultural Planning Course. This course was organized by the National University at Mar del Plata, the Institute of Agricultural Technology and the Italy/FAO Programme on Training Planning, Policies and Projects for Agricultural and Rural Development in Latin America and the Caribbean (PROCAPTAN). An ILPES consultant participated in the course, which is held annually in Balcarce, Argentina.

i) Post-graduate Course on Population Dynamics and Development Programmes and Policies (CELADE). Two staff members of DPC/ILPES participated in the teaching of the following courses: "Planning and public policies in Latin America", 12 sessions, from 1 to 17 June, and "Macroeconomics and development", 15 sessions, from 4 to 22 July 1988.

j) Sixth Course-Workshop on "Current problems and policies in Latin America: Alternative development strategies". A DPC/ILPES staff member was in charge of teaching the course "Interpretations of Latin American development" in seven sessions, from 26 to 30 September, in Mexico City. It will be recalled that this course was a follow-up --at the direct initiative of the Centre for Economic Research and Teaching (CIDE) of Mexico-- to a series of similar courses designed and carried out by ILPES since in 1983.

k) Seminar on "Industrialization strategies in Latin America". A DPC/ILPES staff member participated in this event, which was organized by the Institute for Socio-economic and Technological Research (INSOTEC) and the Programme for the Promotion of Small- and Medium-sized Industry in Latin America (FOPIAL), and was held from 13 to 16 December in Quito, Ecuador; he lectured on the topic "Industrialization in the 1990s". The event was also attended by staff from the Central Bank of Ecuador, the Centre for Planning and Social Studies (CEPLAES), the National Science and Technology Council (CONACYT), the National Polytechnic School (APN) and the Centre for Development Studies and Promotion (DESCO) of Peru.

l) International Seminar on Decentralization of the State: Requirements and Policies at a Time of Crisis (Buenos Aires, 9-11 November). A DPC/ILPES staff member participated in this seminar, which was organized by CEUR, the Friedrich Ebert Foundation and the Latin American Council for the Social Sciences (CLACSO), and presented a talk on "Decentralization: a new panacea for regional underdevelopment?".

m) Master's Degree in International Relations. A DPC/ILPES staff member participated in the teaching of a course entitled "International economic relations" at the Catholic University of Lima, from 17 to 20 December.

n) Meeting to Co-ordinate Regional Bodies on Economic Prospects. This meeting was held at ILPES headquarters in March 1989 and was co-sponsored by SELA; it was attended by representatives of ALIDE, OLADE, UNESCO, UNITAR, ECLAC and ILPES. The bodies represented at the meeting entrusted SELA with co-ordinating the topic, and ILPES with substantive follow-up, including future training activities.

17. Other colloquia and seminars. In addition to the 22 activities listed above, ILPES sponsored or supported other meetings and seminars, besides training activities, as described in detail in other parts of this report (see especially chapters III and IV).

B. AREA OF ADVISORY SERVICE PROGRAMMES (APA), 1988

18. The Institute's technical co-operation services continued in various areas during 1988, emphasizing the design and execution of national investment projects and programming. Work was pursued with further concentration on the development and installation of national computerized systems of public investment projects and the development of the project cycle, taking into consideration both investment projects and technical co-operation projects. Especially significant in this field was the ongoing joint co-operation between ILPES and the United Nations Department of Technical Co-operation for Development, which for some time has been accumulating a great deal of experience in installing project banks within and outside Latin America. Appreciable advances were also made in the Planning Office for the Government of Chile (ODEPLAN). The pioneer work of ODEPLAN in this field has helped improve certain aspects of one of the methodologies being developed by the Institute in recent decades.

1. Advisory assistance activities at the national level

19. Argentina: In conjunction with the Area of Public Sector Programming of ILPES (APSP), the Institute worked with the government of the Province of Buenos Aires for the following purposes: i) to analyse the structure of the Triennial Plan 1989-1991; ii) to study the possibilities for co-ordinating the basic development proposals of the plan with the process of allocating public resources (provincial budget); and iii) to discuss alternative ways of operationalizing the allocation of resources through the preparation of a computerized inventory of public spending items. It should be noted that ILPES was officially requested to analyse the draft document on the development plan for the province.

20. Brazil: Besides its joint work with the Planning Institute of the Secretariat of Planning of the Presidency of the Republic (IPLAN/SEPLAN) on a macroeconomic model (see III.D), APA developed other activities, as follows:

a) State of Bahia. In November 1988, the prevailing agreement with the Secretariat of Planning, Science and Technology (SEPLANTEC) was terminated; its purpose was to strengthen information systems in basic statistics, social (regional) accounting and the public sector. Special emphasis was given to the institutionalization of the Statistics and Information Centre (CEI) as co-ordinating body for the State Statistics System, by supporting a number of activities.

b) Brazilian Institute for Geography and Statistics (IBGE) and the Superintendency for Economic Development of the North-East (SUDENE). Talks continued between ECLAC/ILPES and IBGE on mutual co-operation on regional accounts. Working teams were set up, and planning began for activities in Rio Grande del Norte, Sergipe, Espíritu Santo and São Paulo. The next step will include the States of Rio Grande del Sur, Goiás, Ceará and Santa Catarina. This is a joint activity with the Statistics and Projections Division of ECLAC. On a similar

subject, a request was received from SUDENE (Recife, Pernambuco) to set up a technical co-operation agreement between ILPES and SUDENE.

c) At the request of the Municipal Secretariat of Planning of the City of São Paulo (SEMPLA), advisory assistance was provided in the following areas: i) management, operation and design of a microcomputer data base; ii) design and operation of a municipal project bank; iii) in-service training on computation and projects.

21. Bolivia. APA co-operation was provided in four areas:

a) At the request of the Ministry of Planning and Co-ordination, the Public Investment Information System (SISIN) was analysed, and the second phase of the implementation of the agreement with IDB and PAHO was reviewed. In this framework, some methodological and operational aspects of the hierarchical arrangement and physical and financial follow-up of projects were discussed.

b) Co-operation also continued with the Ministry of Planning and Co-ordination and with the Emergency Social Welfare Fund of the Office of the President of the Republic in organizing the Fund, evaluating its economic and social impact and reprogramming activities for 1988. APA also participated in a seminar on evaluating fund activities, in collaboration with the Area of Social Programmes and Policies (APPS) of ILPES.

c) Support was also provided to the Ministry of Planning and Co-ordination in the work of final revision of the economic and social development strategy --especially the chapter on management of natural resources-- and in the analysis of the first version of the Development Act; APA also participated in a seminar on development strategies.

d) Lastly, an ILPES staff member co-operated with the National Institute of Statistics in a discussion on programming regional accounts and improving primary statistics.

22. Colombia. Activities with this country took place in two major areas:

a) APA co-operated with the National Planning Department (DNP) in the consolidation of the Intergovernmental Project Bank and in the preparation of background research for a technical proposal to IDB and the World Bank. In that regard, two documents were drafted and distributed: one on the design of the data base and the other on a methodology for the hierarchical arrangement of municipal projects.

b) At the invitation of ILPES, the Deputy Chief of the National Planning Department visited the Institute's headquarters, at which time he delivered a lecture on the Colombian economy and made a study of regional experience on project banks to obtain information on advances made and obstacles encountered which might be useful in the case of Colombia.

c) A technical co-operation project to install a project bank in support of municipal administration will be launched with IDB financing. Under this project, a number of activities will be carried out in the first quarter of 1989.

23. Chile. In the case of ODEPLAN, ILPES acted more as a catalyst of horizontal co-operation activities.

a) In the field of project banks and investment planning, highly productive technical co-operation took place with ODEPLAN, which took the following forms: the participation of experts from the Government of Chile in a number of missions to Belize, Guyana and Trinidad and Tobago; the presentation of regional seminar-workshops on the Chilean experience with project banks; the joint preparation of technical papers on optimization and allocation of resources; and exchange of information and participation in internal forums.

b) In addition, in order to strengthen and institutionalize these technical relationships, an agreement was reached between ODEPLAN and ILPES which will allow for greater contact between the two institutions and a better use of available resources through horizontal co-operation activities.

24. Ecuador. In addition to other forms of co-operation by ILPES, at the executive level or in technical areas (see chapter III), APA collaborated in the following:

a) It completed its assistance to the Ministry of Social Welfare on integrated rural development projects, including projects on social indicators and community participation. This was under an agreement between the Integrated Rural Development Secretariat (SEDRI) and ILPES, funded by IDB (ATN/SF-2187-EC), which was carried out in southern Ecuador (Loja).

b) With respect to local planning, a national seminar on "Municipal government and administration" was held with the mayors elected in January 1988, to discuss aspects of the administration, management and implementation of public policies at the local level.

c) In the first quarter, the Institute co-operated with ECLAC in preparing a draft document entitled "Advisory assistance in methodologies for planning economic policies for development". This project is funded by UNDP and its executing agencies are the National Development Council (CONADE) and ECLAC.

25. Paraguay. The Institute's assistance was extended in various areas:

a) In 1988, co-operation continued with the Technical Secretariat for Planning (STP) in carrying out subprogramme III of the technical co-operation project with IDB (ATN/SF-2525-PR), aimed at organizing and implementing a system for regulating and monitoring public investment projects; and in setting up a system for organizing and executing technical co-operation projects. ILPES also collaborated

with STP through its staff members in examining, together with the Government of Paraguay, structural alternatives and requirements for installing project banks.

b) In addition to IDB support for this advisory assistance, the UNDP office in Paraguay allocated funds to help ILPES provide assistance to STP in strengthening its capacity for administering short-term economic policy and managing the current economic situation (project PAR/87/003). In 1988, through this project, the macroeconomic model and system of short-term economic indicators was set up and put into operation, with the additional support of project RLA/86/029.

c) A joint mission of ECLAC, ILPES and the World Bank was carried out to prepare "Environmental Issues Papers" (EIP) in Paraguay. The Natural Resources Division of ECLAC participated in this effort.

26. Dominican Republic. In late March 1988, the project of the National Planning Office (ONAPLAN) and ILPES, funded by IDB under agreement ATN/SF-2558-DR, was completed. Through this technical co-operation, a computerized information system was installed in ONAPLAN to support the planning of public investments. The system is now in operation, and the major application of this phase has been the "monitoring of ongoing investment". Moreover, a final seminar was held which involved a broad-ranging technical discussion on the results achieved.

2. Other advisory assistance activities

27. Support to decentralized units. A substantial part of the work done in these units (see chapter IV) was carried out by the Advisory Assistance Programme, particularly the preparation of joint missions (to Honduras, El Salvador and Panama) and nearly all the activity in the Caribbean. Co-operation was also provided to the ILPES office for Central America and Panama (OCAP) in preparing and discussing the technical co-operation project for the Central American Bank for Economic Integration (CABEI) on investment planning at the subregional level.

28. Contacts with international bodies. In order to expand the Institute's capacity to provide advisory assistance to its 38 member countries, the APA Co-ordinator made many contacts with other multilateral bodies, including IDB, the World Bank, PAHO, DTCD and UNDP.

29. Improvement of advisory staff and dissemination. Through direct consultations with high-level professionals who might be available to provide advisory assistance, the personal and professional curricula of these professionals were updated and systematized and then entered into the computerized register of curricula vitae available to APA. This work alone made it possible to diversify the national origins of the registered professional consultants and to expand the possibilities of serving the countries more easily. In addition, APA prepared and distributed documents which consolidated the methodology used by it, especially with regard to projects.

III. ILPES: AREAS OF TECHNICAL SPECIALITIES, 1988

A. PUBLIC SECTOR PROGRAMMING (APSP), 1988

30. This work has focused on three substantive areas: i) planning and management of the public sector; ii) mobilization and allocation of resources; and iii) public enterprises and the decentralized sector. The working method adopted by ILPES, besides making its own substantive contributions, acts as a catalyst for technical studies and discussions of interest to governments. Moreover, to ensure that its activities are carried out and funded, ILPES works in close co-operation with international, regional and national institutions. Part of this work has directly benefited from the main UNDP/ILPES project RLA/86/029 (see section III.D).

31. In relation to the topic of public sector planning and management, the following activities were carried out:

a) Preparation and publication of a book entitled La Democracia frente al reto del Estado eficiente, GEL, Buenos Aires, 1988, as a joint effort between ILPES and CLAD. This book is a collection of lectures delivered, discussions and conclusions at the first Latin American meeting on "Public sector planning and management", held in Buenos Aires, Argentina, in 1987.

b) Another result of the Buenos Aires meeting was the identification of public policy areas in which there was a need to delve further into the matter of the insufficient co-ordination between planning and management. The three areas identified were: public debt management, co-ordination of macroeconomic policies and integration of the budget with planning. To carry out this activity, it was agreed to make a joint effort with the Project on Developing the Management Capacity of the Public Sector (DCGSP) of the UNDP regional programme, for the purpose of supervising and financing case studies prepared by national experts.

c) Organization of the High-Level Seminar on State Management and Debureaucratization, organized jointly by the Institute, through APPS and APSP, and the Civil Service Department of the Office of the President of the Oriental Republic of Uruguay (ONSC) and the UNDP Office in Montevideo, from 20 to 22 July. The purpose of this seminar was to facilitate discussion on governmental actions and initiatives aimed at reforming the State.

d) Participation by invitation in the seminar on "Computer networks and technological possibilities", organized by the enterprise REDCOM Chile, from 25 to 27 August. An APSP professional prepared a final technical report evaluating the applicability of this modern management technique to the internal operations and intergovernmental co-operation activities of ILPES. The seminar was supported by project RLA/86/029.

32. Under the area of mobilization and allocation of public resources, the following activities were carried out:

a) Editing of the book Public finances and development, which was one of the results of the Franco-Latin American Colloquium organized by ILPES and IIAP, held in Rio de Janeiro, Brazil, in 1987; the Government of France has undertaken to finance its publication. Another result of the Franco-Latin American Colloquium was the recommendation that comparative studies among countries should be made on the subject of public finances; the countries selected for that purpose were Argentina, Brazil and Mexico, because of their importance in terms of the region's external debt and the complexity of their public sectors.

b) Organization, jointly with IDE/World Bank and UNICEF, of the High-Level Seminar on "How to recover social progress in Latin America", held in Santiago, Chile, from 22 to 24 June. Officials and staff of the Ministries of the Treasury and Social Sectors of Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Guatemala, Mexico, Peru and Venezuela participated in the seminar, together with Spain as an observer; staff of the World Bank, ILPES, UNICEF, PREALC, UNESCO, PAHO and ECLAC also attended.

c) Under the programme of co-operation with the Undersecretariat of Programming and Development of the government of the Province of Buenos Aires, Argentina, with the ECLAC office in that country, the support of APSP/ILPES was requested for evaluating the structure of the Triennial Plan 1989-1991 of the provincial government and programming the allocation of public resources.

d) APSP participated in the Ibero-American Programme on High-Level Public Administration, organized by CLAD and the Institute of Public Administration in Spain. The programme was carried out in Caracas in April and May. The Area Co-ordinator was responsible for presenting the subject "Economy of the public sector", at the invitation of CLAD.

e) The APSP co-ordinator also participated, at the invitation of the World Bank, in the World Symposium on Poverty and Structural Adjustment, held in Washington, D.C., from 11 to 13 April.

33. With regard to public enterprises and the decentralized sector, the following activities were carried out:

a) Publication of the book Relación gobierno central - empresas públicas en América Latina, ILPES/CLAD, Caracas, 1988. This publication is a collection of the studies presented at the seminar of the same name held in Montevideo, Uruguay, in 1986.

b) Organization, jointly with CLAD and INAP of Mexico, of the Technical Meeting on "Crisis, State intervention and new policies for the public enterprise sector", held from 18 to 21 April in Mexico City. The meeting was another example of technical and financial

co-operation with regional and national bodies and new Latin American governments. It was agreed that ILPES and CLAD would publish the studies presented at the meeting and would carry out two co-operation missions, through APSP/ILPES, on restructuring the public enterprise sector, which took place in Argentina and Costa Rica.

c) Organization of the First Italian-Latin American Colloquium on Experiences in the Restructuring and Reorganization of the Public Enterprise Sector. This colloquium was organized in conjunction with the Institute of Public Enterprises for Development (IPS) of Italy and the International Centre for Advanced Technical and Vocational Training (CIPPT) of the ILO and took place from 28 November to 2 December in Turin and Rome, Italy. During the first part of the colloquium, three topics of current concern in Latin America were discussed: i) the role of public enterprise in industrial restructuring and technological development; ii) the reorganization of the public enterprise sector and modalities of privatization; and iii) new forms of partnership between the public and private sectors. The second part of the colloquium was devoted to an examination of Italy's recent experience in these areas. Presentations were given on its overall reorganizational strategy, its particular sectoral aspects and the institutional negotiation process. The APSP of ILPES presented one of the central papers for the colloquium on the subject of industrial restructuring, State participation and new policies for public enterprises. The meeting served as an opportunity for an exchange of experiences among government authorities and officials and representatives of public enterprise from Argentina, Brazil, Colombia, Costa Rica, Mexico, Peru, Venezuela and Italy. The colloquium, which was financed by Italian organizations, was attended by 16 government authorities and professionals from Latin America (including five officials at the ministerial level and six senior executives of public-sector firms) and 22 lecturers from Italy.

B. SOCIAL PROGRAMMES AND POLICIES (APPS/ILPES), 1988

34. In 1987 the ILPES Social Programmes and Policies Area was established at the Seventh Meeting of the Regional Council for Planning (CRP). In 1988, the decision was taken to add a Mention in Social Policies to the block of specializations offered to persons attending the International Course which is given each year at ILPES headquarters.

35. In response to a request made by the new constitutional Government of Ecuador for advisory assistance from the Institute in the field of social policy, APPS/ILPES formed a working relationship with the Latin American Institute for Social Research (ILDIS) of the Friedrich Ebert Foundation, which is based in Quito, Ecuador, and the two institutions drafted a three-phase programme of work:

a) The development of a programme based on workshops and baseline studies of social factors (1-28 August 1988). Ministers concerned with social affairs and other senior officials in the administration

of Ecuador were called upon to play a central role in these workshops;

b) The International Seminar on New Approaches in Social Policies in Latin America and the Caribbean (29-31 August 1988). The opening address given at this seminar, which was sponsored by the Government of Ecuador, was delivered by the Vice President of the Republic and Chairman of the National Development Council (CONADE). Working documents were presented by the Secretary-General of CONADE and the Ministers of Education, Social Welfare and Health. ILPES was asked to present an introductory document that provided the backdrop for the ensuing discussions in which it set forth guidelines for a social policy oriented towards the consolidation of democracy in a time of crisis; and

c) Direct advisory assistance to the National Development Council (CONADE) and to the Ministry of Social Welfare (1 September 1988 to 31 January 1989) concerning the preparation of the portions of the Plan for 1989 and the 1990-1992 Development Strategy referring to social planning.

36. The decentralization and de-concentration of social services. The programme of work for the Social Programmes and Policies Area assigns a high priority to the subject of the decentralization and de-concentration of social services. APPS/ILPES has undertaken this task by means of a wide array of interrelated activities:

a) Participation in the Seminar on Geographic Decentralization, organized by the Ministry of Planning of Costa Rica in October 1989;

b) Updating of the document entitled La descentralización de la política social: participación e intersectorialidad ("decentralization of social policy: participation and intersectorality") through a review of the bibliography for the purpose of evaluating activities now underway and a number of workshops held in conjunction with Chilean universities and academic centres. It should be noted that health-related matters had been analysed previously in collaboration with PAHO/Washington;

c) A co-operation agreement with the Political Science Institute of the University of Heidelberg for research into issues relating to decentralization processes. Activities have been scheduled in Montevideo, Uruguay, for the first quarter of 1989.

d) Preparations, in conjunction with the Universidad Austral, for the Workshop on Decentralization, Participation and Local Government, which was held on the campus of the Universidad Austral in Valdivia, Chile, on 9-10 January 1989.

37. Municipal planning. In the most recent intergovernmental meetings held by ILPES, special attention has been devoted to the role of decentralization

strategies in the public-sector decision-making process and new forms of development and planning providing for a high degree of social participation. In this connection, the need to intensify the exchange of experiences with respect to planning and development problems at the local level has arisen as a particular concern. This topic also encompasses social participation mechanisms as well as participatory planning and development, the impact of public finances at subnational levels of government down to and including the municipal level, the effect of the crisis on areas and spheres within countries and the reallocation of resources, the de-concentration of basic services, and the institutional and administrative aspects of decentralization. The main activities in this regard were:

a) Meetings for the purpose of co-ordinating district development with elected prefects and mayors (March-April 1988) organized by the National Development Council (CONADE), the Banco Ecuatoriano de Desarrollo (BEDE), the National Pre-Investment Fund (FONAPRE) and the Comptroller-General of the Republic in Quito and Guayaquil, Ecuador;

b) Regional seminars on local planning and district governments, organized by CONADE in the cities of Quito, Guayaquil, Santo Domingo de los Colorados, Cuenca, Ibarra and Ambato, Ecuador (March-April 1988);

c) A seminar on the role of municipalities in national affairs, organized by national centres and institutions concerned with development at the local level (2-21 April), Santiago, Chile;

d) A seminar for the analysis of the municipal system in Chile, organized by the Cordillera Community Development Programme (4-8 July 1988), Santiago, Chile;

e) A seminar on local government and social participation, organized by the Agrarian Research Group (GIA) and the Joint ECLAC/UNCHS Unit on Human Settlements (28-29 July 1988), Santiago, Chile; and

f) A working meeting on municipal development and planning, organized by APPS/ILPES with the participation of the Municipality of Quito, ILPES/UNDP project RLA/86/029, the Joint ECLAC/UNEP Development and Environment Unit, the Joint ECLAC/UNCHS Unit on Human Settlements, the Universidad Central of Santiago, Chile, and other national institutions (3-4 November 1988), Santiago, Chile.

38. In addition to the training activities mentioned earlier, APPS/ILPES also engaged in a number of other activities, including the following:

a) Participation in the Course on Social Planning for Non-Governmental Organizations, organized by ILPES and the Chilean Planning Association, Santiago, Chile, 18 July-12 August 1988;

b) Technical co-ordination meetings with the ECLAC units dealing with the subjects of human settlements and the environment, organized by APPS/ILPES, Santiago, Chile, October 1988;

c) Collaboration with the UNDP Project on Critical Poverty in matters relating to the State and social participation, Bogotá, March 1988;

d) Participation in a seminar on the rehabilitation of delinquent minors, organized by the Young Men's Christian Association (YMCA) and sponsored by ECIAC and the Committee of Non-Governmental Organizations of Chile, ECIAC headquarters, Santiago, Chile, November 1988;

e) Participation in the twenty-sixth session of the Directors of the United Nations Research Institute for Social Development (UNRISD), Geneva, 7-8 July 1988;

f) Participation in a panel on social orientation and participation in television, organized by the Centre for Development Studies (CED) and the Centre for Cultural and Artistic Investigation and Expression (CENECA), Santiago, Chile; and

g) Participation, in conjunction with ILPES/UNDP project RLA/86/029, in a seminar on the legal system and planning in Latin America, Santiago, Chile, November 1988.

C. REGIONAL PLANNING AND POLICIES (APPR/ILPES), 1988

39. In addition to its training activities, the Regional Planning and Policies Area (APPR) provided support for the following national activities during 1988:

a) Argentina

Working meetings with staff members of the National University at Río Cuarto in order to assist them in defining the structure and scope of activities of the proposed Regional Studies Centre (March 1988).

b) Brazil

i) Participation in the design and teaching of portions of the Eleventh Specialized Course in Regional Development Planning, organized by the Training Centre for Economic Development (CENDEC) and ILPES (June-July 1988);

ii) Collaboration with the Regional Administration Centres (CAR), Department of Planning of the State of São Paulo, in the design of in-service training activities (Santiago, March 1988);

iii) Participation in the Regional Planning Course organized by the Association of State Banks of Brazil (Florianopolis, September 1988).

c) Chile

i) Collaboration with the National Commission on Scientific and Technological Research (CONICYT) in the design of a project on support mechanisms in respect of scientific and technological management for the integrated development of the regions of Chile (August 1988);

ii) Lectures on regional planning at the Latin American Institute of Social Theory and Social Studies (ILADES);

iii) Collaboration with the Centre for Development Studies (CED) on a project concerning the training of regional leaders (Concepción, Chile, September 1988);

iv) Participation in the postgraduate programme of the Department of Industrial Engineering of the University of Chile: Seminar IN-718 on Regional Planning (September-December 1988);

v) Collaboration with the Urban Studies Institute of the Catholic University of Chile;

vi) Collaboration with the Universidad de la Frontera (Temuco) and the Corporación para la Regionalización de Chile (CORCHILE) in the design of the Fifth Seminar on Regionalization and participation therein;

vii) Collaboration with the CED on an intensive training course in regional analysis and project evaluation: presentations on the subjects of regional development policies and strategies and institutional administration (Santiago, November 1988);

viii) Collaboration with the School of Public Administration of the Universidad Central: lectures on regional planning (Santiago, November 1988);

ix) Collaboration with the Universidad del Bío-Bío: lecture on regional planning (Concepción, September 1988).

d) Colombia

i) Advisory services to the Department of Popular Integration (SIP) in regard to the National Rehabilitation Plan (Bogotá, January 1988);

ii) Start-up of collaboration with the University of Antioquía with a view to the founding of the proposed Regional Studies Centre.

e) Guatemala

Fact-finding mission sent in response to an express request by the Government of Guatemala with a view to the definition of an ILPES technical co-operation project in the regional sphere (October 1988).

f) Peru

Collaboration with the National Planning Institute (INP) in respect of a sabbatical studies programme for the Deputy Director of the INP in the field of decentralization and regional planning (Santiago, Chile, January 1988).

40. The following activities of a multilateral nature (which have been referred to in other sections of this document in respect of other categories) were conducted by APPR/ILPES during 1988:

a) Seminar on Metropolitan Planning, organized by the Autonomous Metropolitan University and ILPES: presentation of a paper (Mexico City, October 1988);

b) International Colloquium on State Reform: A Challenge for Democracy, organized by CLAD, the Presidential Commission for State Reform (COPRE) and UNDP: presentation of one of the main conference papers (Caracas, September 1988);

c) International Seminar on the Decentralization of the State: Requirements and Policies during the Crisis, organized by CEUR, IHEAL (Paris) and the Friedrich Ebert Foundation: participation and presentation of a paper (Buenos Aires, November 1988);

d) Postgraduate Course on Regional Rural Development Planning, organized by CERUR (Israel): teaching of classes on regional planning (Rehovot, April 1988); and

e) International Institute of Public Administration (IIAP) (Paris): participation in the lecture series on the administrative and financial management of urban infrastructure projects (Paris, April 1988).

D. UNDP/ILPES PRINCIPAL PROJECT (RLA/86/029), 1988

41. As is well known, this project is composed of three modules: Economic Programming, Intergovernmental Co-operation, and Support for Training Activities. In March 1988 a meeting was held among UNDP, ECIAC/ILPES and the governments concerned at which support was given to the activities of this project and the orientation of its future activities was determined.

1. Module I: Economic programming and the public sector

42. Planning techniques. Two country studies (Brazil and Nicaragua) begun in 1987 with a view to the construction of macroeconomic models were completed and work on the study referring to Chile was carried forward. In addition, two new studies relating to the economies of Ecuador and Paraguay were undertaken.

a) In connection with the study on Brazil, in June a working meeting was held in Brasilia with authorities and technical staff of the Economic and Social Planning Institute (IPLAN/IPEA) of the Planning Department (SEPLAN) of the Office of the President, the body which sponsored the study. In September, ILPES took part in a seminar organized by the Economic Research Institute (INPES/IPEA) of SEPLAN in Rio de Janeiro. A set of macroeconomic projections was prepared for the period 1988-1991, and a series of economic policy multipliers were calculated on the basis of the MACROBRAS model;

b) The first version of the study on Nicaragua was completed. This study was presented to and discussed with authorities and technical experts of the Department of Planning and the Budget of Nicaragua during missions to that country in January and August;

c) In Chile, work went forward on the re-estimation of a series of equations in order to permit the incorporation of information which had recently become available, and the model was used as the subject of one of the workshop studies for the specialization in global planning;

d) In Paraguay, a study was undertaken at the request of the Technical Planning Department of the Office of the President for the purpose of developing a short-term macroeconomic model to enhance the effectiveness of the Department's economic policy co-ordination activities;

e) In Ecuador, a preliminary study concerning the construction of macroeconomic models was begun as part of the above-mentioned workshop activities;

f) In Argentina, a significant contribution was made to the public sector through a joint undertaking with the Institute of Economics of the General Economic Confederation (CGE) to provide training with respect to medium-term macroeconomic models.

43. Forecasts concerning the international economy and methodologies for assessing comparative advantages. Three studies in this area were carried out and support was provided in connection with a fourth such study.

a) A study was prepared which sets out methodological guidelines for the analysis of international economic forecasts relevant to the design of short-term economic policies and plans;

b) In the same connection, the project provided support through the commissioning of services in connection with the study "El Desafío de la incertidumbre 1988-1989" ("the challenge of uncertainty, 1988-1989") conducted by the Latin American Centre for Economics and International Policy (CLEPI). The study provides an overview of the international economy in 1988-1989 as it relates to Latin America;

c) A study on dynamic comparative advantages was carried out in Chile and a set of methodologies for assessing such advantages in terms of their bearing on national economic development were reviewed. This review includes various types of quantitative models which have been proposed and used by academic centres and international agencies.

44. National and international seminars. Project staff presented studies and papers at the following international seminars:

a) International Workshop on Systems Engineering and SOFTEL, Santiago, Chile: a presentation on the MACROBRAS macroeconomic model developed by ILPES for IPLAN, which figured as one of the main focuses of the technical discussions at the workshop;

b) Eighth Latin American Meeting of the Econometrics Society, San José, Costa Rica: participation and presentation of a methodological paper in which the MACROBRAS model was used for purposes of illustration;

c) Meeting on the use of the CAPPA (Computerized System for Agricultural and Population Planning Assistance and Training) model (a technical meeting organized by ECLAC and FAO): participation in the discussion of the CAPPA model and its links with ILPES' work on macroeconomic programming;

d) Seminar on "Chile: The Year 2000" (organized by UNITAR and sponsored by ECLAC), Santiago, Chile: presentation of a study on the role of the State in the economy.

2. Module II: Intergovernmental co-operation

45. Exchange of experiences among national planning bodies. Within the context of SCOPALC, support was provided for meetings designed to provide an opportunity for an exchange of recent experiences in planning and the discussion of priority topics.

a) At a meeting of eight countries in Caracas during the month of March, consideration was given to the cases of Venezuela (evaluation of planning and the future outlook), Colombia (analysis of the current development plan) and Mexico (strategic aspects of the current development plan);

b) In San José, Costa Rica, representatives of eight national planning bodies met in November to exchange their views on recent planning

experiences. Particular attention was devoted to the cases of Brazil, Costa Rica and Mexico.

46. Strengthening of technical co-operation among developing countries (TCDC). The project continued to support the creation of a mechanism for inter-agency co-operation among, initially, SELA, UNDP, ECLAC, ILPES, PAHO, FAO and IOM. Within the framework of SELA, it also furnished support for meetings of focal points for international technical co-operation and TCDC, which served as a very effective means of fostering an exchange of experiences and promoting joint activities.

47. Information and documentation for planning. In view of the fact that the management of information on planning experiences is a vital element in the promotion of an exchange of experiences and co-operation, since 1987 the project has worked with CIADES with a view to the further strengthening of the Planning Information System for Latin America and the Caribbean (INFOPLAN), which forms part of SCOOPALC and which had already been receiving direct support from ILPES for several years prior to that time. In a related endeavour, special efforts were devoted to the advancement of information sciences during 1988.

48. Support in the field of social policy. As was reported earlier, an expert was recruited by the project (Rev. B, August 1987) to conduct a number of activities in the field of social policy.

a) The proposal of a methodology for evaluating the feasibility of global policies and strategies for satisfying basic needs in less developed economies. This task was carried out under the direct guidance of the Deputy Director of the Institute;

b) Recommendations concerning methodologies in respect of the design, evaluation and management of social projects;

c) The provision of methodological inputs in respect of the subject of the elimination of poverty through participation in intergovernmental and interinstitutional meetings (Cartagena and Bogotá);

d) Analysis of the social impact of the application of heterodox economic policies. The case of Peru was studied in this connection in conjunction with ECLAC and ILPES (July 1988).

3. Module III: Support for training activities

49. Through this module, the project provided support for nine activities listed under section II.A. This support took the form of specialized technical inputs or funding for fellowships and computer hardware.

IV. ILPES: DECENTRALIZED UNITS, 1988

A. OFFICE FOR CENTRAL AMERICA AND PANAMA (OCAP/ILPES), 1988

50. In fulfilment of the mandate issued to it on the basis of a unanimous agreement reached by the Regional Council for Planning at its seventh meeting, ILPES established an Office for Central America and Panama (OCAP) in San José, Costa Rica (November 1987), thereby decentralizing a number of activities which it had been conducting from its headquarters in Santiago, Chile. The two types of activities conducted by OCAP/ILPES are described below.

1. OCAP/ILPES activities at the subregional level

51. OCAP has established links with other bodies of the United Nations system and with other organizations devoted to co-operation and has participated in the following activities on that basis:

a) Subregional Seminar on Information Networks and Systems, held in San José, Costa Rica (April 1988) and organized in conjunction with the Latin American Centre for Economic and Social Documentation (CLADES) of ECLAC;

b) Second Annual Inter-American Course on Elections (October 1988), given in San José, Costa Rica and organized by the Inter-American Centre for Electoral Advisory Services and Promotion of the Inter-American Institute on Human Rights (IIDH);

c) Publication of a document entitled "El proceso de planificación, el ajuste estructural y la agricultura en los países miembros del CORECA" ("the planning process, structural adjustment and agriculture in CORECA [Regional Agricultural Co-operation Council] member countries");

d) Workshop on Social Security, Social Benefits and Social Work, held in San José, Costa Rica (November 1988) and co-organized by ILPES, the Costa Rican Social Security Fund (CCSS), the Pan American Health Organization (PAHO) and the National Centre for Education and Research in the Fields of Health and Social Security (CENDEISS);

e) Organization of the Workshop/Course on International Technical Co-operation Projects and Project Banks (May 1988), organized in conjunction with the Ministry of Planning, project RLA/86/029, the UNDP Office in El Salvador and ECLAC with the collaboration of the Latin American Economic System (SELA) and the United Nations Department for Technical Co-operation for Development (DTCD);

f) Symposium on Democracy and Elections (June 1988), organized by the Central American Political Studies Institute and the Konrad Adenauer Foundation and held in Managua, Nicaragua;

g) Publication of a book entitled Planificación descentralizada ("decentralized planning") in collaboration with the Central American Institute of Public Administration (ICAP);

h) Publication of a book entitled La seguridad social, las prestaciones sociales y el trabajo social. Artículos seleccionados ("social security, social benefits and social work -- selected articles"). This selection of essays on social policy in general and on the topics identified in the title was prepared for use in the joint training activities being planned by the Costa Rican Social Security Fund, through its training centre (CENDEISS), and ILPES with support from PAHO;

i) Publication of a book entitled Microempresas y economía popular ("small businesses and popular economics") in conjunction with the National Programme for Small Businesses and the Esquel Group Foundation.

2. OCAP/ILPES activities at the national level

52. Costa Rica

a) In co-ordination with APA/ILPES, project COS-87-002 was completed. The activities undertaken as part of this project, through which support was provided to the Ministry of Planning and Economic Policy, culminated with a seminar during which the corresponding reform of the regional management and planning system was outlined and evaluated;

b) Co-operation in the reformulation and execution of the second phase of the IDB/Ministry of Planning agreement in support of national planning tasks. In this connection, discussions were held with potential candidates for positions involving duties in the three areas covered by the agreement (i.e., global planning, models and economic policy). APA support was provided in each case;

c) A joint mission was undertaken in co-operation with ECLAC and the World Bank by a senior APA/ILPES expert in order to test the methodology used in the formulation of Environmental Issues Papers (EIPs);

d) Organization of the visit made to ILPES headquarters in Santiago by the Minister of National Planning and Economic Policy, during which a number of meetings were held with ILPES and ECLAC staff. In addition to visits to the Chilean Export Promotion Centre (PROCHILE), the Internal Revenue Service of Chile and various

academic centres, the Minister of Planning gave a talk on the economic situation in Costa Rica.

53. El Salvador

a) In co-ordination with APA/ILPES, project RLA/86/029 and the UNDP Office in El Salvador, a technical support mission was sent to the Ministry of Planning to assist in the formulation of a project on the integral development of the eastern zone of the country;

b) Support was provided for the work being carried out in the area of institution building. This support consisted of the provision of training to government personnel in the field of international technical co-operation.

54. Guatemala

a) In co-ordination with APA/ILPES and with the aid of IDB funding, support was provided within the framework of the SEGEPLAN/ILPES agreement for a project aimed at strengthening the technical and institutional aspects of the country's planning and project systems;

b) In co-ordination with UNDP/ILPES project RLA/86/029 and at the request of the Government of Guatemala and the UNDP Office, a preparatory mission was carried out with a view to the design of an information system and a macroeconomic forecasting and programming model;

c) Assistance was furnished in connection with the First Seminar/Workshop on Project Design and Evaluation for personnel of the Urban and Rural Development Council (CONADUR) of the Fifth (central) Region. This activity was carried out under the IDB/SEGEPLAN/ILPES project and was co-sponsored by the OAS and the National Institute of Public Administration (INAP) of Guatemala. The seminar was held in Antigua in September 1988.

55. Nicaragua

a) With the support of project RLA/86/029, OCAP/ILPES took part in designing a macroeconomic model of Nicaragua. Work in this area was begun during 1987 in the Department of Planning and the Budget with the aid of financing from project UNDP/DTCD/NIC/85/018;

b) With the participation of project RLA/86/029, a workshop/course on macroeconomic models was organized and held in Managua from August to September. The workshop was attended by 22 officials working in the field of economics, many of whom were from the Department of Planning and the Budget (SPP).

56. Panama

a) In conjunction with APA/ILPES and at the request of the Ministry of Planning and Economic Policy, a mission was organized for the purpose of formulating a new global and sectoral development strategy in combination with a public investment plan. In late 1988 another ILPES mission was organized to carry forward the work and to define future co-operation activities in greater detail. OCAP/ILPES also participated in a seminar on economic recovery sponsored by the Ministry of Commerce and Industry at which papers were presented by experts from the private sector;

b) A third advisory mission was sent to the Ministry of Planning and Economic Policy of Panama in order to assist in the formulation of a medium-term reconstruction plan.

B. JOINT ECLAC/ILPES PLANNING UNIT FOR THE CARIBBEAN, 1988

57. Activities in the Caribbean in 1988 were co-ordinated by ILPES headquarters due to the fact that the only available post in the Unit has still not been filled. Furthermore, the fact that no resources whatsoever have been received from the countries of the area (or from other sources) limited the scope of activities in the subregion. It should be noted that ILPES activities in Cuba, the Dominican Republic and Haiti are generally based on direct support from the Institute's headquarters.

58. Caribbean 2000. Pursuant to an agreement reached with the head of the CARICOM delegation at the most recent meeting of regional bodies, a document entitled "Caribbean Development to the Year 2000: Challenges, Prospects and Policies" was translated for distribution in Spanish. This document was prepared by the CARICOM secretariat in co-operation with the University of the West Indies (Jamaica).

1. The Spanish-speaking Caribbean and Haiti

59. Cuba

Some activities were carried out in this country in connection, in part, with the responsibilities of the Central Planning Board (JUCEPLAN) of Cuba within the System of Co-operation and Co-ordination among Planning Bodies of Latin America and the Caribbean (SCCOPALC). Inasmuch as Cuba has served as the president of SCCOPALC since the Sixth Conference of Ministers and Heads of Planning of Latin America and the Caribbean (Havana, March 1987) and ILPES has served as the Technical Secretariat for SCCOPALC since 1975, a working relationship has been maintained with a view to the execution of intergovernmental co-operation programmes and the preparations for the Seventh Conference.

60. Haiti

Although ILPES has gained a great deal of experience in the provision of advisory services to Haiti in the past (as regards both economic policies and, especially, investment projects), in 1988 no specific tasks were carried out in this country. However, as has become customary, Haiti figured among the countries which attended the Twenty-Ninth International Course at the Institute's headquarters. In addition, a former ILPES fellow from Haiti was selected to attend a postgraduate course in France under ILPES' agreement with the International Institute of Public Administration (IIAP).

2. The English-speaking Caribbean

61. The following activities were conducted in the countries listed below. All these activities were under the direct supervision of the Advisory Service Programmes Area (APA/ILPES).

a) Belize

APA/ILPES continued to co-operate with the Office of Economic Development of Belize in connection with the commencement of the second phase of the work on the Investment Projects Bank in co-ordination with the Public-Sector Investment Programme of the 1985-1989 Five-Year Development Plan for which financial support has been provided by UNDP/El Salvador. In view of the part played by ILPES in designing the 1985-1989 Five-Year Macroeconomic Plan for Belize, the government requested that the Institute collaborate in the evaluation of that plan and in the preparation of a new strategy.

b) British Virgin Islands

In line with the interest shown in the work being done on project banks, a request was received for an exchange of information and for assistance with respect to conceptual and operational matters in this area. Various documents and the Belize "datashow" on experiences relating to project banks were provided in response to this request while the Institute awaits a specific financial contribution that would allow it to furnish more substantive support.

c) Dominica

In line with the objectives of the Belize Project Bank and at the government's request, an expert was sent to facilitate the integration of information-supply sectors with the Central Planning Office as a means of supporting horizontal co-operation between the Government of Dominica and the Government of Belize.

d) Guyana

Consultations were held with the State Planning Secretariat concerning the start-up of a project bank and an information system for planning with the help of IDB financing. ILPES prepared a proposal in this regard.

e) Jamaica

As a follow-up to the Seminar on Project Banks, information was supplied to the National Planning Office concerning matters relating to project banks and experiences in other countries. In addition, a translation was prepared of the highly informative document drafted for CARICOM with the collaboration of the University of the West Indies.

f) Netherlands Antilles

A request for future collaboration is under consideration and a copy of the "datashow" presentation on experiences in respect of computerized project banks in Belize, the Dominican Republic and Guatemala was provided as a follow-up to the recommendations made by the Seminar on Project Banks held in Port of Spain.

g) Suriname

In co-ordination with IDB, a mission was sent to Paramaribo in order to provide information to the National Planning Office on the work being done by ILPES in the area of investment programming and project banks. The discussions held on that occasion led to the following advances: i) definition by the Government of Suriname of the priority areas in which it requires technical assistance; ii) discussion of the purposes of a future technical assistance mission by ILPES; and iii) preparation of a request for technical assistance for discussion by the government and subsequent submission to an as yet unspecified financing institution.

h) Trinidad and Tobago

ILPES helped to organize and provided support for the Workshop on Project Banks and Investment Programming which was held in Port of Spain. It also assisted the ECLAC Subregional Headquarters for the Caribbean in the execution of the plan of work of the Joint ECLAC/ILPES Planning Unit for the Caribbean.